"Artificial Intelligence Capability and Total Quality Management Practices as Predictors of Organizational Excellence in a Private Security Services Company in Metro Manila"

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ABSTRACT

Rapid digital transformation and rising client expectations have made both technological capability and quality management essential pillars of service industry performance. However, limited empirical evidence exists regarding their individual and combined influence on organizational excellence, particularly within the Philippine private security sector. This study determined the extent of artificial intelligence capability and total quality management practices, assessed their relationships with organizational excellence, and examined their combined predictive value. A quantitative descriptive-correlational research design was employed, involving 270 regular employees selected through stratified random sampling from a private security services company in Metro Manila. Data were gathered using validated survey instruments and analyzed through descriptive statistics, Pearson correlation, multiple regression, and structural equation modeling. Results revealed that total quality management practices were deeply embedded and emerged as the stronger predictor of excellence, while artificial intelligence capability functioned as a valuable enabling resource rather than a standalone solution. Together, the two variables explained 53 percent of the variance in organizational excellence, confirming their complementary relationship. The study concludes that sustainable service excellence is best achieved not through technology adoption alone, but through its deliberate integration with established quality systems, client-centered processes, and empowered personnel.

INTRODUCTION

The global private security industry is undergoing profound transformation amid intensifying security complexities, evolving threat profiles, and rapid technological advancement (Munir et al., 2022). What was once valued primarily on visible manpower and physical presence is now measured by responsiveness, reliability, and the ability to deliver proactive, data-backed protection—raising organizational excellence from a performance goal to an essential competitive requirement (Al-Mutairi, 2022). Artificial intelligence (AI) capability has emerged as a powerful strategic asset, enabling security agencies to automate monitoring, analyze vast volumes of operational data, and anticipate risks before they escalate (Tichy, 2021). However, advanced technology yields only fragmented benefits unless anchored by robust management systems that ensure consistent implementation, employee alignment, and customer-centric service delivery (Psomas & Antony, 2021). Total Quality Management (TQM)—with its core principles of leadership commitment, continuous improvement, process standardization, and stakeholder focus—provides exactly that foundational structure, turning isolated technological gains into sustained operational strength (Sila, 2022).

When integrated, AI capability and TQM practices create a mutually reinforcing synergy that drives outcomes far beyond what either can achieve independently. AI enhances quality control by enabling real-time performance tracking, objective service evaluation, and predictive risk mitigation, while TQM ensures that technology deployment aligns with organizational goals, client needs, and service standards (Kumar et al., 2021). This combination strengthens decision-making, optimizes resource allocation, and fosters a culture of accountability—qualities that are especially critical in an industry where service consistency directly impacts safety and client trust. Yet despite this proven theoretical complementarity, many organizations struggle to implement both effectively, often treating technology adoption and quality management as separate initiatives

rather than interconnected priorities (Dela Cruz & Reyes, 2022). Understanding how these two factors operate together is therefore vital for security firms seeking not just operational modernization, but meaningful, measurable improvement in overall organizational performance.

In the Philippines, the private security sector has grown substantially, supporting critical infrastructure, commercial establishments, and residential communities nationwide, yet local research on the combined relationship of AI capability and TQM practices remains limited (Villanueva, 2023). Most existing studies tend to examine these variables in isolation, leaving security agency leaders without clear, context-specific evidence on how best to allocate resources, design policies, and plan digital transformation. This gap is particularly pronounced at the firm level: no known empirical study has yet explored these relationships within the selected services company in Metro Manila, even as this firm faces mounting pressure to modernize operations, improve service quality, and retain competitive standing. This research aims to fill that gap by analyzing how AI capability and TQM practices individually and collectively predict organizational excellence, providing actionable, evidence-based insights to guide strategic planning, quality enhancement, and sustainable growth for selected services company in Metro Manila.

Background of the Study

The private security industry has expanded dramatically over the past two decades, evolving from a supplementary service to a vital component of public and private safety infrastructure worldwide. Historically, the sector was defined primarily by manned guarding, patrol services, and physical surveillance, with competitive advantage based largely on manpower size, geographic coverage, and pricing structures (Tichy, 2021). Beginning in the early 2010s, however, the industry entered a new phase driven by digital innovation: biometric access systems, video analytics, remote monitoring platforms, and eventually AI-driven predictive tools began reshaping service delivery models and raising client expectations to new levels (Markets & Markets, 2023). This shift accelerated through the 2020s, as organizations sought not just reactive security measures but proactive, intelligence-led protection capable of anticipating threats and optimizing operational efficiency—creating a landscape where technological sophistication alone was no longer enough, and systematic quality management became the key differentiator between temporary advantage and long-term success (Sila, 2022).

In the Philippines, this global evolution mirrors a rapidly expanding domestic sector. Thousands of licensed security agencies currently operate across the country, employing well over a million security personnel and serving diverse sectors including banking, retail, manufacturing, government facilities, and residential developments (PSARA, 2023; Dela Cruz & Reyes, 2022). Historically, Philippine security firms competed largely on reliability of manpower and cost-effectiveness; beginning in the late 2010s, however, major corporate and institutional clients began requiring standardized service agreements, performance reporting, quality assurance protocols, and increasingly, technology-integrated solutions (Santos, 2022). Many agencies have since invested in digital tools, yet adoption has been uneven: some firms implement advanced systems without updating operational procedures or training frameworks, while others establish quality policies that remain disconnected from data-driven insights, limiting both impact and scalability (Villanueva, 2023). This disconnect highlights the practical importance of the Resource-Based View (RBV) framework, which suggests that competitive advantage stems not from individual resources in isolation, but from the effective integration of complementary capabilities such as AI infrastructure and quality management systems (Barney, 1991; Kumar et al., 2021).

Despite the strong theoretical and international empirical support for linking AI capability with TQM to enhance organizational performance, significant gaps remain in local literature and firm-level analysis. Most Philippine-based studies on security industry performance focus on either technological adoption barriers or quality management implementation separately, rather than investigating how these two strategic resources interact and reinforce one another (Hernandez, 2021). Furthermore, there is virtually no published research specifically examining these dynamics within the selected private security services company in Metro Manila—a firm that operates within a unique market context, with distinct client profiles, operational demands, and modernization challenges. Without this context-specific evidence, organizational leaders must rely on general international findings or anecdotal experience when making investment, policy, and workforce development decisions. This study addresses those critical gaps by empirically examining the individual and combined effects of AI capability

and TQM practices on organizational excellence, thereby generating localized, relevant data that can inform strategic decisions, benchmark progress, and guide sustainable quality-driven modernization among selected services company in Metro Manila.

Statement of the Problem

This study aims to determine the extent of artificial intelligence capability and total quality management practices, and to assess their individual and combined relationship on organizational excellence among selected services company in Metro Manila. Specifically, it seeks to answer the following questions:

1. What is the extent of artificial intelligence capability and total quality management practices, and what is the level of organizational excellence among selected services company in Metro Manila?

2. Is there a significant relationship between artificial intelligence capability and organizational excellence, and between total quality management practices and organizational excellence among the selected services company in Metro Manila?

3. To what extent do artificial intelligence capability and total quality management practices individually and collectively predict organizational excellence among the selected services company in Metro Manila?

Hypotheses:

H_{01}: There is no significant relationship between artificial intelligence capability and organizational excellence.

H_{02}: There is no significant relationship between total quality management practices and organizational excellence.

H_{03}: Artificial intelligence capability and total quality management practices do not significantly predict organizational excellence, either individually or in combination.

Purpose of the Study

The primary purpose of this research is to empirically assess the current status of artificial intelligence capability and total quality management practices within the selected services company in Metro Manila, and to quantify their individual and combined contributions to organizational excellence. The study seeks to establish whether these two strategic resources function as significant predictors of superior performance outcomes within the local service sector, providing evidence-based understanding of how technology-enabled capacity and quality-centered systems interact to drive service improvements, operational efficiency, and competitive advantage. Beyond mere assessment, this inquiry aims to evaluate the extent to which these firms have successfully integrated digital tools with quality frameworks, and to determine whether their combined effect creates greater value than either resource does in isolation.

This research also intends to identify which specific dimensions of AI capability—such as data analytics, automated surveillance, operational automation, and risk assessment—and which components of Total Quality Management—including leadership commitment, customer focus, process standardization, continuous improvement, and employee empowerment—yield the strongest relationship on organizational excellence. Identifying these key drivers allows operational and strategic priorities to be targeted toward initiatives that deliver the greatest measurable impact, enabling management to allocate resources more efficiently, design relevant training programs, and formulate policies that address actual gaps rather than perceived needs. By generating context-specific empirical data rather than relying solely on general industry benchmarks or international findings, the study aims to provide insights that are directly applicable to the selected company unique operational environment, workforce profile, client expectations, and market conditions, serving as a reliable baseline against which future progress, modernization efforts, and quality enhancement initiatives can be measured and evaluated over time.

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Furthermore, this study aims to offer practical guidance for decision-makers in navigating the challenges of digital transformation alongside quality assurance. It seeks to highlight how organizations can maximize returns on technology investments by pairing them with robust quality management systems, and conversely, how quality protocols can be made more effective through data-driven intelligence. Finally, this inquiry aims to contribute to the developing body of academic and industry literature within the Philippine setting, where empirical research on the intersection of digital innovation and quality management in service industries remains limited. It seeks to validate existing theoretical frameworks within a local service-industry context, test the generalizability of international findings to the Philippine market, and offer a replicable model that can be applied or expanded upon in future studies involving other service providers, security agencies, or related sectors across different regions of the country.

Significance of the Study

The findings of this research carry practical, operational, strategic, and academic value, offering specific and tangible benefits to distinct groups of stakeholders who play critical roles in the service delivery system. The specific beneficiaries of this study are the following:

Management and Administration. The results will provide an evidence-based, data-driven foundation for strategic planning, budget allocation, and policy formulation. It will guide decision-makers in identifying which dimensions of artificial intelligence capability and total quality management practices yield the highest returns, enabling them to prioritize investments, design modernization roadmaps, and implement quality initiatives that align with organizational goals. Rather than relying on assumptions or international benchmarks, the leadership can use these context-specific insights to strengthen operational efficiency, standardize services across deployment sites, and sustain competitive advantage in an evolving market.

Employees .This study directly benefits the workforce by clarifying how AI tools and quality management systems can improve their daily working conditions and professional experience. Findings will demonstrate how technology can reduce repetitive manual tasks, streamline reporting, and enhance situational awareness—ultimately improving safety and efficiency on the job. Meanwhile, insights into TQM practices can lead to clearer performance standards, more relevant training programs, better communication channels, and meaningful avenues for professional growth and active participation in organizational improvement initiatives. This ensures that quality and technology efforts translate not just to better performance metrics, but also to greater job satisfaction and employee empowerment.

Clients and Partner Organizations. Improved AI capability and systematically implemented quality management practices translate directly to tangible service benefits. Clients can expect more consistent service standards, faster incident detection and response times, more accurate risk assessment and reporting, and greater operational transparency and accountability. This study helps ensure that service delivery becomes more reliable, proactive, and responsive to client needs, thereby enhancing overall safety, trust, and long-term partnership value.

Broader Philippine Private Security and Services Industry. This research serves as a benchmark and practical model for other agencies and service providers seeking to balance technological adoption with quality management principles. It offers empirical evidence on how digital transformation and quality frameworks can complement rather than compete with one another, helping the industry shift toward more data-driven, service-oriented standards that raise the overall quality of services nationwide.

Future Researchers and Academicians. This study fills a documented gap in local literature, particularly within the Philippine service sector context where empirical research on the intersection of artificial intelligence and total quality management remains limited. It provides empirically tested definitions, validated measurement dimensions, and a research model that can be replicated, expanded, or adapted in different industry settings, geographic locations, or related fields of study.

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Scope and Delimitations

This research focuses primarily on determining the extent of artificial intelligence capability and total quality management practices, and assessing their individual and combined predictive relationship on organizational excellence within a private security services company in Metro Manila. The study covers the participating firm's administrative office and deployed operational posts across their designated service areas. The respondents are regular employees with at least six months of service, drawn from all key personnel categories—including management and supervision, administrative and office staff, and deployed frontline personnel—who are directly involved in either service delivery or operational administration. The study employs a quantitative research design with descriptive-correlational elements. It measures three distinct sets of variables: (1) artificial intelligence capability, covering data analytics and decision-making, automated surveillance and monitoring, operational automation and efficiency, and AI-driven risk assessment; (2) total quality management practices, encompassing leadership commitment, customer focus, process management, continuous improvement, and employee empowerment; and (3) organizational excellence, evaluated in terms of service quality, operational performance, client satisfaction, and competitive advantage. The descriptive phase characterizes the current status and levels of these variables, while the correlational phase examines relationships among them and quantifies their combined and individual relationship on the outcome variable. Data collection is conducted using structured survey questionnaires adapted from previously validated instruments, and is carried out within the current academic and fiscal year.

This research is confined to the two identified predictor variables and does not account for other internal or external factors that may also influence organizational excellence, such as organizational culture, financial resource constraints, changes in government regulations, intensity of market competition, client-specific contractual requirements, or macroeconomic conditions. Although the correlational design identifies associations among variables, it does not establish definitive cause-and-effect relationships; results indicate significant linkages but do not rule out the potential relationship of unmeasured factors. Furthermore, because the study relies entirely on self-reported, cross-sectional survey data collected from a single source, it is susceptible to Common Method Bias (CMB) or common method variance, which may inflate or distort the observed relationships among variables. To minimize this concern, several procedural remedies were implemented: all responses were kept strictly anonymous and confidential; survey items were phrased objectively and balanced to reduce leading questions; and respondents were assured that there were no correct or incorrect answers, thereby minimizing social desirability bias. No qualitative methods—such as interviews, focus group discussions, or on-site operational observation—are included to supplement or triangulate the survey data. Furthermore, the findings are specific only to the selected private security services company in Metro Manila included in this study, and may not be directly generalizable to other security agencies or service organizations that differ in operational scale, geographic coverage, client profile, workforce composition, or existing technological infrastructure. The study also excludes service providers operating outside the selected area or those with different business models, limiting the broader applicability of the results to firms with similar characteristics and operational context.

Definition of Terms

For the purpose of this study, the following terms are defined operationally, reflecting precisely how they are measured, interpreted, and used within the research:

Independent Variable 1: Artificial Intelligence Capability. Refers to the extent to which the selected services company in Metro Manila utilize intelligent technologies and systems to support service and security operations, as perceived by survey respondents. It is measured through the following dimensions:

AI-Driven Risk Assessment. The perceived use of predictive algorithms or data analysis tools to evaluate threats, identify high-risk locations or time periods, and forecast potential operational or security incidents before they occur.

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Automated Surveillance and Monitoring. The perceived availability and use of intelligent video analytics, motion detection, or similar technologies to continuously monitor assigned areas and detect unusual or high-risk conditions without constant manual observation.

Data Analytics and Decision-Making. The perceived frequency and effectiveness with which the company uses digital tools to collect, process, and interpret operational and service-related data to support evidence-based decisions regarding personnel deployment, scheduling, and incident prevention.

Operational Automation and Efficiency. The extent to which technology is used to streamline routine tasks such as incident reporting, attendance tracking, patrol route scheduling, and logbook management, thereby reducing manual effort and minimizing processing delays.

Independent Variable 2: Total Quality Management (TQM) Practices. Refers to the degree to which systematic quality-oriented management philosophies and processes are implemented within the selected services company in Metro Manila, as measured by respondent perceptions across the following dimensions:

Continuous Improvement. The perceived systematic practice of reviewing operational performance, identifying areas for enhancement, implementing adjustments, and monitoring outcomes on an ongoing rather than one-time basis.

Customer Focus. The degree to which operational policies, service standards, and performance evaluation systems are designed to meet or exceed the specific requirements and expectations of the company's clients.

Employee Empowerment. The extent to which personnel are provided training, given authority to make appropriate on-site decisions, encouraged to submit improvement suggestions, and included in quality-related problem-solving activities.

Leadership and Commitment. The extent to which company management demonstrates visible support, allocates resources, and actively participates in quality assurance and service improvement initiatives, as perceived by respondents.

Process Management. The existence, standardization, and consistent application of documented operational procedures, workflow protocols, and service delivery standards across all deployment posts and personnel.

Dependent Variable: Organizational Excellence. Refers to the perceived overall performance level of the selected services company in Metro Manila, serving as the outcome variable in this study. It is measured across the following dimensions:

Competitive Advantage. The extent to which the company is perceived to offer superior services, better operational systems, or greater value compared to other competing service providers operating within the same market.

Client Satisfaction. The perceived level of approval, repeat business intent, and positive feedback expressed by the company's clients regarding the services they receive.

Operational Performance. The perceived efficiency, timeliness, cost-effectiveness, and accuracy of internal processes, task execution, and incident management activities.

Service Quality. Respondent perceptions regarding the reliability, consistency, professionalism, and responsiveness of services delivered by the company to its clients.

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents a review of related literature and studies, both foreign and local, which have significant bearing on the variables under investigation. It examines concepts, theories, and empirical findings relevant to the focus of this inquiry, providing the conceptual and empirical foundation of the study.

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Artificial Intelligence Capability as a Strategic Resource. Artificial intelligence capability is increasingly viewed not merely as a tool or operational convenience, but as a strategic resource that fundamentally transforms how service organizations operate and compete. Tichy (2021) explains that intelligent systems can reduce response times by 30–50% and improve decision-making accuracy, particularly in high-risk situations where human fatigue or error may compromise outcomes. Al-Sayed and Omar (2021) add that AI applications in private security services create new opportunities for operational efficiency, while Noor et al. (2021) note that AI-enabled systems are reshaping service quality expectations across the sector. Beyond speed and precision, AI enables continuous, scalable monitoring and analysis that would be logistically difficult or financially costly to sustain through manual staffing alone (Javaid et al., 2021). This allows organizations to reallocate human personnel from repetitive, routine tasks toward functions that require critical thinking, interpersonal engagement, and physical presence—areas where human engagement remains most valuable (Chang & Chen, 2023).

However, the strategic value of AI is not automatic upon purchase. Lee and Shin (2022) caution that acquiring hardware or software does not improve performance by itself; rather, value is realized only when the technology is properly selected, integrated into existing workflows, and supported by adequate skills and infrastructure. Chen et al. (2024) further explain that true technological capability extends far beyond acquisition—it encompasses the organizational capacity to interpret data outputs and upskill personnel to work effectively alongside intelligent systems. In the Philippine context, Dela Cruz and Reyes (2022) observe that while many local service and security agencies invest in digital tools to appear competitive or meet client requirements, substantial numbers fail to develop the full organizational capability to use them effectively. Escamilla and Tan (2023) identify specific barriers including limited technical training, inconsistent internet connectivity across deployment sites, and employee resistance to new work processes. Reyes and Dela Cruz (2023) add that without leadership buy-in and a supportive culture, even well-designed AI projects often stall.

Consequently, agencies that successfully build both the technological and human infrastructure to leverage AI gain a meaningful competitive edge. Bharadwaj and Sharma (2022) note that the specific type of AI deployed matters; predictive analytics tends to yield greater operational gains than basic automation tools. Cloud-based AI platforms also offer greater scalability and cost-efficiency compared to on-premise systems, making advanced capabilities more accessible to mid-sized service providers (Coutinho et al., 2022). Gomez and Santos (2023) further point out that data privacy concerns and unclear government guidelines on surveillance technology create additional hesitation among local firms. Therefore, successful AI capability involves more than just technology; it requires people, processes, policies, and systems working together in a coordinated way.

Total Quality Management Practices as an Organizational Capability. Total Quality Management (TQM) is more than policies, checklists, or accreditation requirements—it is a way of working and thinking embedded in the organization's culture. Psomas and Antony (2021) describe TQM as a capability that is difficult for competitors to copy because it grows from shared values, leadership commitment, and consistent habits over time. Unlike technology, which can be purchased by any company with sufficient budget, a strong quality culture takes years to develop (Goetsch & Davis, 2021; Evans & Lindsay, 2022). This makes TQM a lasting source of competitive advantage, especially in service industries where competitors often have similar resources and pricing structures. Among the various dimensions of TQM, process management and customer focus show the strongest correlation with long-term business performance (Khalaf & Mahmoud, 2021).

In the security services sector—where performance depends on reliability, consistency across locations, and quick response—TQM acts as a stabilizing framework. Hernandez (2021) finds that strong TQM practices link to fewer client complaints, higher perceived reliability, and faster incident resolution. Local studies by Santos (2022) and Villanueva (2023) add that Philippine security firms with genuine quality cultures perform better even when competitors charge lower prices. This advantage persists because quality is not a one-time project—it is built into daily routines, clear standards, and employee empowerment (Ongena et al., 2024). As the industry becomes more competitive, quality management becomes less an operational choice and more a fundamental business requirement (Alzahrani et al., 2021).

Training and development programs emerge as key drivers here; when employees understand why standards matter, compliance and service quality both improve significantly (Tannady et al., 2022). Internal communication systems also play a critical role—firms with open, multi-channel feedback mechanisms tend to

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resolve quality issues faster and prevent recurrence (Lee et al., 2023). Furthermore, when TQM is integrated with environmental and social standards, it enhances both service quality and corporate reputation simultaneously (Sahoo, 2022). These dimensions show that TQM is not static but evolves alongside broader business expectations, making it a durable and adaptable strategic capability.

Organizational Excellence as a Multifaceted Performance Outcome. Organizational excellence means more than profit or market share—it includes service quality, operational efficiency, client satisfaction, workforce engagement, and long-term success. The Malcolm Baldrige National Quality Award criteria (2021) explain that excellence comes from combining many resources effectively, not just one. Agarwal et al. (2026) add that modern frameworks increasingly emphasize digital readiness alongside traditional quality dimensions. This suggests that real improvement cannot happen through technology alone or through quality programs alone; both must be supported by strong management, skilled people, and smooth processes (Jain & Sila, 2022). In service contexts specifically, excellence is also strongly tied to employee well-being; organizations with high engagement scores consistently outperform their peers on most operational metrics (Garg & Rastogi, 2021).

In security and service firms specifically, Al-Mutairi (2022) points out that excellence happens only when capacity matches readiness. Advanced technology without good systems to guide it may lead to wasted budget, data overload, or uneven service (Tortorella et al., 2024). On the other hand, strong quality processes without modern tools make it harder to predict problems, measure performance objectively, or identify areas for improvement. Therefore, excellence is best understood as an integrated outcome—one that needs both the right resources and the right systems to use them well. Trying to improve only one area at the expense of others is unlikely to produce lasting results (Ubaid, 2025).

Leadership agility also appears central; in fast-changing environments, the ability to reframe strategies and reallocate resources quickly distinguishes excellent organizations from average ones (Neneh, 2022). Furthermore, innovation capability acts as a vital intermediate outcome—excellent organizations do not just perform well today, they create the capacity to perform better tomorrow (Singh & Gupta, 2022). External stakeholder relationships—including partnerships with technology vendors, regulators, and industry associations—also contribute significantly to sustained excellence over time (Nguyen et al., 2023). Together, these factors show that excellence is comprehensive and balanced, not just a single measure of financial success.

Thematic Synthesis of Related Literature

Taken together, the reviewed literature demonstrates that artificial intelligence capability and Total Quality Management practices are both valuable strategic resources that contribute to organizational excellence. The first two themes establish that AI capability acts as a modern driver of speed, insight, and scalability, while TQM provides the enduring cultural and procedural foundation for reliability, consistency, and customer focus. The third theme shows that organizational excellence is not achieved through one factor alone but emerges from a balanced combination of resources, systems, people, and leadership. The fourth theme then brings these perspectives together, revealing that AI and TQM function as complementary forces whose integration creates a synergistic effect that strengthens operational efficiency, service consistency, and overall organizational excellence.

While these relationships are well-supported in global literature, a significant gap remains in the Philippine context, particularly within the private security and protective services industry. Most existing studies examine AI capability and TQM practices separately, and many draw heavily on international data rather than local conditions. There is limited empirical evidence showing how these two variables operate together, how they influence organizational excellence in the local setting, and which specific challenges or enablers apply to Philippine-based firms. The literature also suggests that factors such as digital infrastructure, regulatory environment, organizational culture, and workforce readiness may differ across countries, meaning findings from other contexts cannot simply be assumed to hold true locally.

Therefore, the present study aims to fill these gaps by investigating the individual and combined relationship of AI capability and TQM practices on the organizational excellence of a selected services company in Metro Manila. By examining these four themes together in the local context, this research provides empirical evidence

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that enriches the body of knowledge on service management, digital transformation, and quality practices in the Philippines. The findings can also guide industry practitioners in making more informed decisions about technology investment and quality system development, helping them pursue organizational excellence through a more balanced, integrated, and context-specific approach.

Theoretical Framework

The primary theoretical foundation of this study is the Resource-Based View (RBV) of the Firm, originally propounded by Barney (1991), posits that sustained competitive advantage stems from resources that are valuable, rare, inimitable, and non-substitutable. While Artificial Intelligence Capability may appear at first glance to be merely a technological tool — easily acquired or copied — this study frames it instead as an integrated organizational capability. AI systems themselves may be accessible across the industry, but the ability to embed, adapt, and leverage digital tools within existing quality systems is firm-specific, socially complex, and developed over time through consistent leadership, training, and practice. In this framework, AI Capability and Total Quality Management Practices function as complementary strategic resources: TQM provides the enduring cultural and procedural foundation, while AI extends and amplifies that foundation through data-driven insight, consistent monitoring, and scalable efficiency. Neither alone fully explains excellence; rather, their integrated alignment creates the distinctive capability that rivals cannot simply purchase or replicate. Accordingly, AI is not treated here as a discrete technical adaptation but as a deeply embedded organizational competence — one that enhances, rather than replaces, the human and process-centered strengths described in TQM principles.

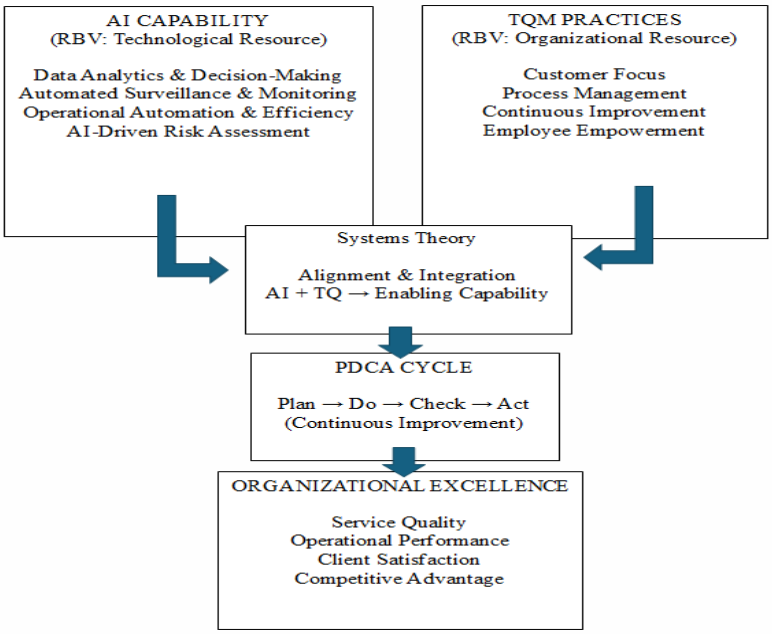
This study is further supported by Systems Theory and the PDCA Cycle. Systems Theory, introduced by von Bertalanffy (1968), views an organization as an interconnected set of subsystems, reinforcing that AI capability and TQM practices must align and interact to produce optimal results rather than operating independently. The Plan-Do-Check-Act (PDCA) Cycle, associated with Deming (1986), provides the practical mechanism through which these improvements unfold: AI enhances planning and objective evaluation with data and predictive insights, while TQM supplies the structured discipline needed to implement, monitor, and refine processes continuously over time. Together, these three theories establish a cohesive foundation explaining why AI capability and TQM practices predict organizational excellence, how they function as complementary forces within the larger organizational system, and through what ongoing process their combined benefits are realized.

Conceptual Framework

This framework is anchored primarily on the Resource-Based View, complemented by Systems Theory and the PDCA Cycle, to explain how internal capabilities drive superior performance. It posits that artificial intelligence capability and total quality management practices function as complementary strategic resources of the selected services company in Metro Manila, where Systems Theory guides their effective integration and the PDCA Cycle provides the operational mechanism through which they yield sustained improvements. Together, these theories establish that when technological capacity is harmonized with quality management systems, they create a unique capability that competitors cannot easily copy—directly leading to organizational excellence. This study tests whether these two variables individually and collectively predict superior performance, and whether their interaction produces a greater effect than either resource operating alone.

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Conceptual Framework Diagram



Justification. This study employs a theory-driven logic model to illustrate the hypothesized relationships among artificial intelligence capability, total quality management practices, and organizational excellence. Grounded in the Resource-Based View, the model positions AI capability and TQM practices as complementary strategic resources that together create value difficult to replicate—AI provides technological speed and insight, while TQM builds the deeply embedded culture, systems, and leadership that guide and sustain those improvements. Unlike simpler frameworks that treat variables in isolation, this design reflects the core principle that the greatest performance gains come from effectively integrating resources rather than relying on any single asset alone. Systems Theory and the PDCA Cycle further strengthen the model by explaining how these resources operate together and through what process results are achieved. Systems Theory clarifies that technology and quality practices must align as interconnected subsystems to produce meaningful outcomes, while the Plan–Do–Check–Act cycle describes the ongoing refinement through which AI-driven insights and TQM discipline combine into sustained organizational excellence. Overall, this framework provides a cohesive, theoretically grounded structure that links strategic resources to measurable results, ensuring the study's assumptions are transparent, relationships are testable, and conclusions are useful both academically and as practical guidance for the selected services company in Metro Manila.

Review of Previous Quantitative Studies

This section presents an integrated narrative review of existing quantitative research examining the relationships among artificial intelligence capability, total quality management practices, and organizational excellence, all interpreted through the lens of the Resource-Based View (RBV) of the firm, complemented by Systems Theory and the Plan–Do–Check–Act (PDCA) cycle. Across global, regional, and local studies, consistent empirical patterns emerge that validate the conceptual and theoretical foundations of the current investigation.

Internationally, Kumar et al. (2021) conducted a correlational and regression study involving 420 service firms across India, investigating the combined relationship of AI capability and TQM practices on service excellence. Their findings revealed that the two variables together explained 62 percent of the variance in organizational excellence outcomes, while AI capability alone accounted for 31 percent and TQM practices alone accounted for 28 percent. These results strongly support the RBV principle of resource complementarity: neither technological nor organizational resources in isolation produce maximum value, but their integration creates a combined capability that is significantly more valuable and difficult to replicate. Aligned with Systems Theory, this outcome confirms that the technological and managerial subsystems must work in harmony; AI tools yield limited benefit without the organizational structures to deploy them effectively, just as quality systems produce only incremental gains without modern analytical support. The study further concluded that quality management

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systems moderate the relationship between technology adoption and performance, reinforcing that neither component can reach full potential in isolation.

Focusing specifically on the security industry context, Al-Mutairi (2022) employed structural equation modeling to analyze data from 285 security firms across the Middle East. The study tested the effects of digital technology adoption and quality management systems on organizational performance and competitive advantage, finding that both variables exerted positive and statistically significant relationship. Notably, TQM practices demonstrated a slightly stronger path coefficient ($\beta = 0.41$) compared to digital technology adoption ($\beta = 0.35$). This finding aligns closely with RBV reasoning: while technology tools can be purchased by any competitor, the cultural, process-oriented, and leadership-driven dimensions of TQM are socially complex, deeply embedded, and therefore more inimitable resources that drive more sustainable performance differences. Through the lens of Systems Theory, this suggests that the human and managerial subsystems may actually carry greater long-term strategic weight than the technological subsystem alone.

Within the Philippine context, Santos (2022) surveyed 312 service companies to examine how TQM dimensions and technology adoption jointly predict service quality. Using descriptive-predictive statistical analysis, the study identified leadership commitment and customer focus—the core foundational dimensions of TQM—as the strongest individual predictors of service quality, both at $p < 0.01$ significance levels. Furthermore, the research confirmed that technology adoption acted as a significant moderating variable, strengthening the positive relationship between TQM practices and performance outcomes. These local findings reinforce the RBV perspective: organizational resources such as quality culture provide the essential context within which technological resources can generate value, and neither can reach full potential without the other. This dynamic also reflects the PDCA cycle, where technology strengthens planning and objective evaluation while TQM provides the disciplined implementation and continuous improvement needed to translate insight into tangible results.

Narrowing further to the Philippine private security sector, Villanueva (2023) administered survey questionnaires to 189 personnel across multiple private security agencies and applied multiple regression analysis to assess the predictive power of digital monitoring systems and standardized operational processes on client satisfaction and operational performance. The combination of technology-enabled tools and formalized quality procedures together predicted 47 percent of the variance in client satisfaction scores, with operational efficiency emerging as the strongest intermediate outcome linking both predictors to overall performance. This study provides the most direct local precedent for the present research, offering empirical evidence that the very constructs under investigation—technological capability and quality practices—are indeed significant, jointly acting predictors of success within the same industry setting. The results also illustrate how the iterative PDCA improvement process becomes more powerful when data-driven AI insights are applied to refine and standardize security operations over time.

Complementing these cross-sectional studies, Chen and Tsou (2020) utilized a longitudinal panel design tracking 356 technology-enabled service firms across Asia over a three-year period. Their findings offered critical insight into the sustainability of competitive advantage: firms that adopted AI systems while simultaneously maintaining mature TQM frameworks demonstrated twice the rate of performance growth compared to firms that adopted AI without established quality management systems. This longitudinal evidence directly supports the RBV argument that simply acquiring technological assets—resources that may be valuable but neither rare nor inimitable over time—does not produce lasting excellence. Sustained advantage instead depends on the complementary organizational capabilities embedded within TQM, which transform generic tools into firm-specific, difficult-to-replicate strengths. This pattern also validates Systems Theory's emphasis on alignment and the PDCA cycle's focus on continuous, iterative refinement as the mechanism through which short-term gains become long-term excellence.

Across all reviewed quantitative studies, a consistent and robust pattern emerges: artificial intelligence capability and TQM practices each contribute positively to organizational performance, but their combined effect is substantially greater than the sum of their individual effects. Every study reviewed confirmed that the joint presence of technological and quality-oriented resources yields superior outcomes, while the absence or underdevelopment of either limits performance. These findings provide strong empirical support for the central

premise of this research—that AI Capability and TQM Practices function as complementary strategic resources whose integration drives Organizational Excellence. Collectively, the evidence affirms the theoretical framework: RBV explains why these resources matter, Systems Theory clarifies how they must align and interact, and the PDCA cycle describes through what ongoing process their combined value is realized over time.

Research Gap and Justification

Despite growing literature, three critical gaps remain—viewed primarily through the lens of the Resource-Based View, with complementary support from Systems Theory and the PDCA Cycle:

First, there is a notable contextual and resource gap. Existing studies focus largely on manufacturing, information technology, or general hospitality sectors. No known study has examined artificial intelligence capability and total quality management practices as complementary VRIN resources specifically within Philippine private security agencies—a vital category of service provider. Performance in this sector depends heavily on trust, consistency, reliability, and responsiveness—qualities that differ fundamentally from product-based or technology-centered industries. The private security sector is uniquely people-intensive, highly regulated, and rapidly digitizing; findings from other business sectors do not directly translate, making this service-specific investigation both necessary and distinct. Systems Theory underscores this gap: because every industry operates with different subsystems and operationaldemands, the relationship between technology and quality cannot be assumed to work the same way across different sectors.

Second, there is a measurement gap. Local Philippine studies often treat technology and quality management as separate or even competing priorities rather than integrated strengths. No study has operationalized AI capability and TQM practices together as a unified, combined capability to predict organizational excellence. Most research measures only adoption levels—whether tools or systems are in place—rather than true capability: the actual organizational capacity to leverage these resources effectively toward sustained advantage, which lies at the very core of RBV theory. This distinction is critical because capability implies readiness, integration, and consistent application, not merely possession. The PDCA Cycle perspective further highlights this gap: simply acquiring resources does not drive improvement unless there is a systematic, ongoing process of planning, implementing, evaluating, and refining their use—a dimension largely missing from existing local studies.

Third, there is a practical gap specific to the organization under study. The selected services company in Metro Manila currently has no empirical, data-driven basis to guide investment priorities in AI or quality management systems. Without clear evidence of how these two key resources jointly drive excellence, decisions on funding, training, and strategic planning remain based on observation and anecdote rather than proof. This study delivers the specific internal evidence base the company needs to invest wisely, align resources effectively, and build its own unique, hard-to-copy capability that sets it apart from competitors.

The complete absence of research addressing these variables together in the Philippine security service context—paired with the theoretical imperative of RBV to understand how complementary resources create lasting advantage, Systems Theory to explain their alignment, and PDCA to guide their continuous improvement—confirms that this inquiry is both original and essential. It directly addresses the study's focus on AI capability and TQM practices as predictors of organizational excellence in a services company, filling a gap that has real academic and practical significance.

Relevance to the Current Study

Every section of this chapter directly supports and grounds the present investigation through the unifying lens of the Resource-Based View, complemented by Systems Theory and the PDCA Cycle. The reviewed literature establishes artificial intelligence capability and total quality management practices as strategic resources rather than mere tools or policies, providing the conceptual definitions used in developing the survey instruments and measuring each variable. The theoretical framework provides a cohesive logic explaining why these two variables predict organizational excellence—because they are valuable, rare, inimitable, and non-substitutable resources whose integration creates lasting competitive advantage. Systems Theory further clarifies that their

combined effect is greater than the sum of their individual impacts, while the PDCA Cycle highlights the continuous improvement process through which these resources translate into sustained performance over time.

The conceptual framework operationalizes these theories visually, showing exactly how the selected services company in Metro Manila's resources combine into integrated capability and then manifest as organizational excellence—guiding the study's data analysis plan and the interpretation of results. Previous quantitative studies provide benchmarks for expected effect sizes and consistently confirm the complementary nature of the two predictors, reinforcing the theoretical foundation upon which this research is built. Finally, the identified research gap explicitly positions this study's contribution: it applies established theory to an unexamined industry context, filling both academic and practical needs by generating context-specific evidence that is currently unavailable in existing literature.

In sum, this chapter demonstrates that while the underlying theoretical principles are well-established globally, their specific application to the selected services company in Metro Manila—and the broader Philippine private security sector—remains untested. This gap confirms that the present inquiry is both original and necessary, as it extends existing knowledge into a new, distinct, and increasingly important service industry setting.

METHODOLOGY

This chapter details the approach and methods adopted to carry out this research. It covers the overall plan and structure of the study, the participants involved, the setting where the research is conducted, the tools used to gather information, the sequence of steps followed to collect data, the methods applied to analyze the results, and the principles observed to ensure responsible and ethical conduct of the inquiry.

Research Design

This study employs a quantitative research approach utilizing a descriptive-correlational research design. This method is appropriate because the primary objective is to examine the extent of Artificial Intelligence Capability and Total Quality Management Practices, and to assess their relationships with Organizational Excellence within the selected services company in Metro Manila. The descriptive component establishes the current status of the variables by describing how widely AI capability and TQM practices are implemented, as well as the perceived level of organizational excellence across the organization. This phase provides a clear baseline understanding of existing conditions, identifying areas of strength as well as aspects where technology adoption or quality systems may still be developing or inconsistently applied.

The correlational component further analyzes the strength, direction, and significance of the associations among these variables. It determines whether higher levels of AI capability and more fully implemented TQM practices correspond with higher levels of organizational excellence, and whether the two strategic resources operate independently or appear to function most effectively in combination. This design allows the study to systematically identify meaningful relationships without implying definitive cause-and-effect, providing empirical evidence that supports better understanding of how these key factors relate to overall performance. The findings serve as a reliable evidence base that the organization can use to guide strategic priorities, resource allocation, and improvement initiatives.

Variables and Operational Definitions

This study examines three categories of variables: two independent variables and one dependent variable.

The first independent variable is Artificial Intelligence Capability. This refers to the extent to which the selected services company in Metro Manila utilizes data analytics, automated surveillance, operational automation, and AI-driven risk assessment tools to improve its security operations. Operationally, it represents the perceived level of adoption and effective use of these intelligent technologies, as reported by respondents and measured through survey items rated on a 4-point scale.

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The second independent variable is Total Quality Management Practices. This pertains to the degree of implementation of quality-oriented principles within the organization, specifically in terms of leadership commitment, customer focus, process management, continuous improvement, and employee empowerment. Operationally, it reflects how consistently and systematically these practices are applied across the agency, assessed using standardized TQM assessment items included in the research instrument.

The dependent variable of the study is Organizational Excellence. This refers to the overall performance level of the selected services company in Metro Manila, measured in terms of service quality, operational efficiency, client satisfaction, and competitive advantage. Operationally, it represents the collective perception of employees and managers regarding the firm's performance across these dimensions, quantified through survey ratings that reflect the perceived effectiveness and standing of the organization.

Population and Sampling Technique.

The target population of this study comprises all 746 regular employees of the selected private security services company in Metro Manila, covering every key function within the organization. The workforce is structured into three distinct categories: management and supervisory personnel who set standards and provide direction, comprising 1.1% of the total population; administrative and office-based staff who manage systems, data, and client coordination, making up 3.4% of the workforce; and deployed security personnel assigned to operational posts — the largest segment by far at 95.5% — forming the frontline of service delivery. Including all regular employees ensures that the perspectives gathered reflect the full scope of organizational activity, from strategic planning through administrative execution to on-site service implementation.

To determine the appropriate sample size from this total population of 746, Slovin's Formula was applied at a 5 percent margin of error, yielding a minimum required sample of approximately 261 participants. A total of 270 respondents were selected — providing a comfortable buffer and ensuring the recommended guideline of at least 10 participants per measured dimension was well exceeded across the study's thirteen observed dimensions, thereby securing sufficient statistical power and data reliability for the planned analysis.

Stratified Random Sampling with proportional allocation was employed to guarantee fair and adequate representation across all groups. Minimum sample sizes were calculated per stratum: management and supervision, at 1.1% of the population, had a minimum allocation of 3 participants; administrative and office staff, at 3.4%, had a minimum allocation of 9 participants; and deployed security personnel, at 95.5%, had a minimum allocation of 249 participants. To ensure the smaller strata had sufficient representation for meaningful analysis, their final allocations were raised above these calculated minimums — resulting in slight differences between population percentages and final sample percentages. The completed sample consisted of: 249 deployed security personnel (92.22%), meeting the full allocation for this largest group; 11 management and supervisory staff (4.07%), raised from the minimum of 3 to ensure robust leadership-level perspectives; and 10 administrative and office personnel (3.70%), raised from the minimum of 9 to strengthen administrative input.

This distribution is methodologically intentional and justified on three key grounds: First, it reflects industry reality. The predominance of frontline personnel is not a sampling imbalance — it is the defining structure of the private security sector itself, where deployed officers constitute the vast majority of the workforce and directly deliver the service that defines the firm's existence. Second, it strengthens data accuracy. Deployed personnel are the primary users of monitoring technology, the direct implementers of quality procedures, and the face of the organization to clients; their large representation ensures findings are grounded in the lived, daily reality of service delivery — precisely where excellence is actually realized. Third, targeted upward adjustment preserves adequacy without bias. The smaller groups of management and administrative staff were allocated more participants than their strict population share would dictate, ensuring their voices remain distinct and statistically viable rather than being overshadowed within the data.Finally, specific eligibility criteria ensured the quality and relevance of responses. Participants were: (1) regular or permanent employees, confirming official status and sustained stake in the organization's performance; (2) serving six months or longer, guaranteeing meaningful exposure to the firm's systems, tools, and practices; and (3) directly involved in service delivery, security operations, or core administration, placing them in a firsthand position to assess the variables under study.

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Research Locale

The study is conducted at selected services company in Metro Manila, the specific service company and focus of this research. The company operates across designated sites and offices within the covered service areas, including deployed security personnel posts and administrative headquarters. This locale is selected because it is the direct subject of the investigation; findings will be immediately applicable to its operations, strategic planning, and resource allocation.

Instrumentation

Description of Instruments

*S*ets of structured survey questionnaires are used, adapted from published and validated instruments, modified to fit the security service context. A complete copy of the research instrument is attached in Appendix B.

1. Artificial Intelligence Capability Scale. This instrument is designed to measure the extent of artificial intelligence capability within the organization across four key dimensions: Data Analytics and Decision-Making, Automated Surveillance and Monitoring, Operational Automation and Efficiency, and AI-Driven Risk Assessment. Respondents are asked to indicate their level of agreement with each statement using a four-point Likert scale with no neutral option, where a rating of 4 corresponds to Strongly Agree, 3 corresponds to Agree, 2 corresponds to Disagree, and 1 corresponds to Strongly Disagree. This rating structure ensures a clear expression of perspective, allowing the study to capture distinct levels of perceived capability without ambiguity.

2. Total Quality Management Practices Scale. This scale assesses the degree to which quality-oriented principles are implemented across the organization, measured through five specific dimensions: Leadership and Commitment, Customer Focus, Process Management, Continuous Improvement, and Employee Empowerment. To maintain consistency throughout the assessment, responses are recorded using the same four-point Likert scale, where 4 represents Strongly Agree, 3 represents Agree, 2 represents Disagree, and 1 represents Strongly Disagree. This uniform approach ensures that all variables are evaluated on a comparable basis, facilitating coherent analysis and interpretation of results.

3. Organizational Excellence Scale. This instrument is designed to measure the overall performance level of the organization across four key outcome dimensions: Service Quality, Operational Performance, Client Satisfaction, and Competitive Advantage. As with the preceding scales, respondents indicate their level of agreement using the identical four-point rating system—Strongly Agree, Agree, Disagree, and Strongly Disagree—ensuring consistency in how all constructs are measured and interpreted across the entire study.

Validity and Reliability Measures

To ensure the research instrument accurately measures what it intends to measure, content validity was established through a thorough review process. The draft questionnaires were evaluated by three qualified experts: the research adviser, who specializes in research methods and instrument design; a company manager with extensive experience in security operations and quality assurance; and a supervisor with direct oversight of daily service delivery and workforce performance. Each assessor examined the items for clarity, relevance, and alignment with the study's objectives. Formal computation of the Content Validity Index (CVI) was conducted based on the experts' ratings. The instrument attained an overall Scale Content Validity Index (SCVI) of 1.00 and Scale-Average Universal (SAU) of 1.00, both well above the 0.85 threshold, confirming that the items adequately and comprehensively represent the three core constructs: Artificial Intelligence Capability, Total Quality Management Practices, and Organizational Excellence.

Face validity was established through the same expert review process. The panel of subject-matter experts examined the clarity, wording, and relevance of each item to the study's objectives. Their review and direct approval of the instrument — without requiring any changes or revisions — is reflected in the perfect validity ratings obtained. The unanimous agreement on every item, resulting in SCVI and SAU scores of 1.00, confirms that the questionnaire is clear, appropriate, and suitable for the intended respondents.

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To confirm the clarity and suitability of the questionnaire, a pilot test was conducted among employees who were not part of the actual study population. All participants confirmed that they fully understood every question; no words, terms, or statements were found unclear, confusing, or difficult to answer, and the response options were described as clear and easy to follow. Participants noted that the questionnaire contained a substantial number of questions, and shared suggestions and comments regarding its length — a positive indication that they were carefully reading through each item. This feedback was reviewed to ensure the instrument remained comprehensive while maintaining participant engagement.

Data Gathering Procedure

The process begins with the submission of a formal letter to the President or General Manager of the selected services company in Metro Manila, clearly explaining the purpose, scope, and potential benefits of the study, and respectfully seeking permission to conduct the research within the organization. Once approval is granted, the survey instrument is made available to the selected participants through an online platform. All necessary information regarding the study, including its objectives, the voluntary nature of participation, confidentiality provisions, and the right to withdraw at any time, is clearly stated within the form itself. Participants indicate their consent before proceeding to the actual survey items, ensuring they are fully informed prior to providing any data.

To minimize disruption to daily operations and effectively reach personnel at various locations, the questionnaires are administered entirely through online means. This approach allows participants to respond at a time convenient to their schedules, avoiding interference with their assigned duties and responsibilities. Clear instructions are provided at the start of the survey, and scheduled follow-ups are conducted within three to five days to encourage timely completion and maximize the response rate. Once the data collection period concludes, all submitted responses are carefully reviewed to check for completeness; any partially answered entries are either followed up for completion or excluded from the final analysis to ensure the accuracy and reliability of the results.

After the collection and verification process, all gathered responses are coded, tabulated, and subjected to the appropriate statistical treatment. Digital entries are stored in password-protected files accessible only to the researcher and the research adviser, ensuring that all information remains secure and confidential throughout the study. Upon completion of the full data analysis, a summary of the key findings is prepared and shared with the agency's management as a token of appreciation and as a practical contribution to their organizational improvement efforts.

Statistical Treatment of Data

To systematically analyze and interpret the data gathered in this study, appropriate descriptive and inferential statistical tools will be applied using standard statistical software. Each tool is selected to address specific research questions and to ensure that the findings are derived through sound, evidence-based procedures.

Descriptive statistics will first be used to summarize and describe the characteristics of the respondents and the variables under investigation. Frequency and percentage distributions will be computed to present the profile of the participants according to their employee category, length of service, and assignment or location. The mean and standard deviation will then be calculated to determine the prevailing extent of Artificial Intelligence Capability, the degree of implementation of Total Quality Management Practices, and the perceived level of Organizational Excellence within the organization; the standard deviation will further indicate how consistent or varied the responses are across different groups. To provide clear meaning to the computed mean scores, the following verbal interpretation guide will be used, aligned with the four-point Likert scale employed in the survey. A mean score ranging from 3.26 to 4.00 corresponds to a rating of Strongly Agree, indicating a very high extent or consistent practice. A mean score of 2.51 to 3.25 corresponds to Agree, reflecting a high extent or frequent practice. A mean score falling between 1.76 and 2.50 corresponds to Disagree, suggesting a low extent or rare practice. Finally, a mean score ranging from 1.00 to 1.75 corresponds to Strongly Disagree, representing a very low extent or that the practice is never observed.

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For the inferential phase of the analysis, the Spearman Rank-Order Correlation or Spearman will be computed to test the significant relationships between the independent variables and the outcome variable. This statistical tool will assess the strength and direction of association between Artificial Intelligence Capability and Organizational Excellence, as well as between Total Quality Management Practices and Organizational Excellence. Following this, Multiple Linear Regression Analysis will be performed to determine the individual and combined relationship of Artificial Intelligence Capability and Total Quality Management Practices on Organizational Excellence. This analysis addresses the core inquiry of the study by measuring the extent to which the two predictors explain variance in the outcome variable. It will generate regression coefficients, significance levels, and the coefficient of determination or R-squared value, which indicates the proportion of variation in Organizational Excellence that can be attributed to the combined effect of the two strategic resources.

Ethical Considerations

This study adheres to strict ethical standards at every stage of the research process to ensure the protection, respect, and fair treatment of all participants involved. Participation in this research is entirely voluntary; no form of coercion, pressure, or undue influence is applied to anyone, and individuals are free to decline or withdraw from the study at any time without facing any negative consequences. Before any responses are provided, the purpose of the study, the procedures involved, the potential benefits, and the minimal risks associated with participation are clearly explained within the survey instrument itself, ensuring that every individual has a full and clear understanding of what their participation entails. Confidentiality and anonymity are strictly observed throughout the research. No names, personal identifiers, or specific distinguishing details will be disclosed or appear in the final research report. All data collected will be presented in aggregate form only, so that individual responses remain private and cannot be traced back to any specific person. To further ensure data security, digital records are stored in password-protected files, and all information will be permanently deleted once the study is completed and finalized. The study is designed such that it poses no physical, psychological, or professional risk to the participants. The survey questions do not inquire into sensitive personal information or confidential operational matters that might compromise the individual or the organization. The researcher maintains integrity and objectivity throughout the analysis and reporting phase, ensuring that all findings are presented truthfully and accurately without fabrication, manipulation, or selective reporting of results. Finally, guided by the principle of beneficence, a summary of the key outcomes will be shared with the participating organization, providing actionable insights that can contribute to improving operational practices, workforce support, and overall service delivery**.**

Presentation, Analysis, and Interpretation of Data

This chapter presents, analyzes, and interprets the data gathered from regular employees of the selected private security services company in Metro Manila. The survey respondents represented all key personnel categories, including management and supervision, administrative staff, and frontline deployed security personnel, each with at least six months of service to ensure familiarity with the organization's operations, systems, and practices. The chapter is organized into five interconnected sections, following a logical progression from baseline description through statistical testing to integrated interpretation:

Descriptive Statistics Summary Tables. This section presents the demographic profile of respondents and the prevailing status of the three main variables. It reports frequency and percentage distributions for respondent characteristics, followed by mean scores and standard deviations that indicate the extent of Artificial Intelligence Capability across four dimensions, the level of implementation of Total Quality Management Practices across five dimensions, and the perceived level of Organizational Excellence across four outcome dimensions. Strengths, consistent practices, and areas requiring development are identified at this baseline stage.

Hypothesis and Research Question Test Results. Building upon the descriptive findings, this section addresses the specific research questions and formally tests the study's hypotheses. Spearman Rank-Order Correlation analysis is applied to examine the strength, direction, and significance of relationships between AI Capability and Organizational Excellence, and between TQM Practices and Organizational Excellence. Multiple Linear Regression Analysis is then conducted to determine the individual and combined predictive relationship of the

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two independent variables, producing coefficients, significance levels, and the coefficient of determination to quantify how much variation in excellence is explained by the model.

Interpretation of Statistical Findings. This section translates the numerical results into meaningful insights, linking patterns observed across dimensions to the study's theoretical foundations: the Resource-Based View, Systems Theory, and the Plan–Do–Check–Act (PDCA) Cycle. It explains why specific dimensions exert stronger relationship, how the two predictor variables reinforce one another, and where critical gaps — particularly in data-driven application and frontline empowerment — limit full realization of potential excellence.

Graphs and Figures. Visual summaries accompany the chapter, presenting comparative profiles of construct means, dimension-by-dimension performance patterns, and the relative relationship of each predictor variable. These visualizations clarify key findings at a glance, complementing the tabular presentation and reinforcing the central conclusion: quality systems form the enduring foundation of excellence, while technology serves as a powerful enabling accelerator.

Descriptive Statistics Summary Tables

Table 1. Profile of Respondents

DEMOGRAPHIC PROFILE OF RESPONDENTS						
Gender:	254	Male	16	Female	0	Prefer not to say
Age Group:	119	18 to 35 years old	127	36 to 45 years old	24	46 years old and above
Employee Category:	11	Management & Supervision	10	Office Staff	249	Deployed Security Personnel
Years of Service:	18	6 months to 1 year	103	1 year to 5 years	149	More than 5 years
Highest Educational Attainment:	180	High School Diploma / Vocational Course	70	Associate Degree/Technical Course / College Level	20	Bachelor's Degree or Higher

The demographic profile of the respondents is presented below:

Gender. The workforce was predominantly male, comprising 254 respondents or 94.07% of the total sample. Female participants numbered 16 or 5.93%, while no respondent opted to withhold their gender identity. This distribution reflects the typical demographic composition of the private security industry, where male personnel constitute the majority of the deployed workforce.

Age Group. Respondents were nearly evenly distributed across the two largest age brackets. Those aged 36 to 45 years old formed the largest segment at 127 or 47.04%, closely followed by 18 to 35 years old at 119 or 44.07%. Personnel aged 46 years old and above accounted for the remaining 24 or 8.89%. Collectively, over 91% of the workforce falls within the 18–45 age range, indicating a workforce in its professional prime, blending younger personnel with experienced mid-career staff who hold institutional knowledge.

Employee Category. Consistent with the operational structure of the security services sector, Deployed Security Personnel represented the vast majority at 249 or 92.22%. Management and Supervision comprised 11 or 4.07%, and Office Staff made up 10 or 3.70%. This distribution ensures broad representation across frontline service delivery, administrative functions, and organizational leadership.

Years of Service. More than half of the respondents — 149 or 55.19% — had served with the company for more than five years, demonstrating a highly experienced and stable core workforce. Those with one to five years of service accounted for 103 or 38.15%, forming the growing mid-level base. Newer personnel with six months to one year of tenure comprised 18 or 6.67%, reflecting ongoing recruitment and workforce expansion.

Highest Educational Attainment. The largest group of respondents — 180 or 66.67% — held a High School Diploma or Vocational Course, typical of frontline security deployment. Seventy respondents or 25.93% had attained an Associate Degree, Technical Course, or College Level education, while 20 or 7.41% possessed a

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Bachelor's Degree or Higher, a segment concentrated in management and administrative roles. This profile highlights the need for training and development frameworks that align with the educational background of the majority while creating clear pathways for professional advancement.

Table 2. Extent of Artificial Intelligence Capability

Indicator / Dimension	4 (SA)	3 (A)	2 (D)	1 (SD)	Total	Mean	Std Dev.	Verbal Interpretation
ARTIFICIAL INTELLIGENCE CAPABILITY SCALE								
A. Data Analytics and Decision-Making						3.07	0.60	High
Digital operational data is used to decide personnel deployment and scheduling	44	191	34	1	270	3.03	0.55	High
Incident data is analyzed digitally to prevent future occurrences	50	188	31	1	270	3.06	0.56	High
Data-driven recommendations guide operational decisions	80	145	44	1	270	3.13	0.68	High
B. Automated Surveillance and Monitoring						2.84	0.79	High
Intelligent video analytics or motion detection systems are used at posts	39	120	84	27	270	2.63	0.85	High
Real-time remote monitoring is available for assigned areas	58	147	52	13	270	2.93	0.77	High
Unusual activities are detected automatically before manual inspection	58	159	38	15	270	2.96	0.76	High
C. Operational Automation and Efficiency						3.29	0.60	Very High
Incident reports and logs are filed digitally or through automated systems	66	182	21	1	270	3.16	0.56	High
Attendance, scheduling, and deployment assignments are managed through digital/automated syst	112	143	14	1	270	3.36	0.60	Very High
Digital systems reduce paperwork and administrative workload	121	129	18	2	270	3.37	0.64	Very High
D. AI-Driven Risk Assessment						2.90	0.70	High
Technology is used to identify high-risk locations or time periods in advance	38	188	40	4	270	2.96	0.59	High
Historical data is analyzed to predict potential security threats	47	192	27	4	270	3.04	0.58	High
Risk levels are evaluated using digital tools rather than guesswork alone	56	99	87	28	270	2.68	0.92	High
OVERALL ARTIFICIAL INTELLIGENCE CAPABILITY						3.03	0.67	High

Table 2 presents the extent of artificial intelligence capability among respondents, measured across four dimensions. Collectively, the overall level of AI capability was rated High, with a grand mean of 3.03 and standard deviation of 0.67. This indicates that while digital tools and intelligent systems are already in use across the organization, full, consistent, and data-driven integration into daily operations remains in the developing stage.

Among the dimensions, Operational Automation and Efficiency emerged as the strongest, obtaining a mean of 3.29 and interpreted as Very High. Respondents strongly agreed that incident reporting, attendance tracking, scheduling, and administrative workload have been significantly streamlined through digital platforms. This dimension also recorded a standard deviation of 0.60, reflecting broad agreement across the workforce that administrative and routine tasks are already well-digitized.

Data Analytics and Decision-Making followed with a mean of 3.07, described as High. Personnel confirmed that operational and incident data are increasingly being analyzed to guide deployment, scheduling, and preventive actions — though the practice is established, it is not yet universally applied across all decision-making contexts. The standard deviation of 0.60 indicates moderate consistency in responses.

Automated Surveillance and Monitoring registered a mean of 2.84, also interpreted as High. While real-time remote monitoring (mean = 2.96) and automated detection of unusual activities (mean = 2.93) were favorably rated, the deployment of intelligent video analytics and motion detection systems at individual posts rated noticeably lower at 2.63. The higher standard deviation of 0.79 in this dimension suggests inconsistency: some personnel have access to advanced monitoring technology while others rely on traditional observation methods, creating uneven experiences across different assignment locations.

AI-Driven Risk Assessment registered an overall dimension mean of 2.90 (High), yet this average masks a critical gap: respondents agreed that technology helps identify high-risk locations (mean = 2.96) and analyze historical incident trends (mean = 3.04), but the specific item measuring whether risk evaluation is conducted using digital tools rather than experience or judgment alone obtained a mean of only 2.68, with the highest standard deviation of 0.92. This reveals that while data systems exist, translating available information into evidence-based, forward-looking risk analysis — rather than relying primarily on individual expertise — remains the clearest area for development.

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Table 3. Extent of Total Quality Management Practices

Indicator / Dimension	4 (SA)	3 (A)	2 (D)	1 (SD)	Total	Mean	Std Dev.	Verbal Interpretation
TOTAL QUALITY MANAGEMENT PRACTICES SCALE								
A. Leadership and Commitment						3.29	0.52	Very High
Management actively supports and participates in quality improvement initiatives	68	195	6	1	270	3.22	0.49	High
Sufficient resources, budget, training, tools — are provided for quality service	85	180	4	1	270	3.29	0.51	Very High
Management consistently communicates the importance of quality standards	104	157	7	2	270	3.34	0.57	Very High
B. Customer Focus						3.39	0.55	Very High
Client requirements and expectations are clearly documented and communicated.	104	161	4	1	270	3.36	0.53	Very High
Client feedback is regularly collected and used to improve service.	114	147	8	1	270	3.39	0.57	Very High
Service standards are designed specifically to meet or exceed client needs.	118	147	3	2	270	3.41	0.56	Very High
C. Process Management						3.35	0.54	Very High
Standard Operating Procedures (SOPs) are documented, accessible, and regularly reviewed	103	164	2	1	270	3.37	0.52	Very High
Service delivery follows consistent steps across all assigned posts.	100	163	6	1	270	3.34	0.54	Very High
Errors and deviations from standards are recorded and corrected systematically.	101	160	8	1	270	3.34	0.55	Very High
D. Continuous Improvement						3.28	0.64	Very High
Performance is regularly reviewed to identify areas for improvement.	86	171	11	2	270	3.26	0.57	Very High
Improvements are implemented based on data and feedback, not opinion alone.	106	135	18	11	270	3.24	0.75	High
Updated methods and standards are monitored to ensure better results.	109	146	14	1	270	3.34	0.59	Very High
E. Employee Empowerment						3.24	0.67	High
Employees receive regular training to improve quality and service delivery.	89	147	29	5	270	3.19	0.69	High
Personnel are encouraged to suggest improvements and share ideas.	104	148	14	4	270	3.30	0.64	Very High
Staff are given appropriate authority to make decisions during incidents.	97	142	26	5	270	3.23	0.69	High
OVERALL TOTAL QUALITY MANAGEMENT PRACTICES						3.31	0.58	Very High

The extent of total quality management practices, shown in Table 3, yielded an overall grand mean of 3.31, interpreted as Very High. This confirms that quality-oriented principles are deeply embedded, consistently practiced, and widely recognized throughout the organization. Standard deviation values across all dimensions remained low, indicating a unified and positive perception of the company's quality systems.

Customer Focus ranked as the strongest dimension with a mean of 3.39 — Very High. Respondents uniformly agreed that client requirements are clearly documented (mean = 3.36), feedback is actively collected and applied (mean = 3.39), and service standards are designed to meet or exceed stakeholder expectations (mean = 3.41). This represents the firm's most established and universally acknowledged strategic strength, with consistent responses reflected in an SD of 0.55.

Process Management closely followed at 3.35, also Very High. Personnel confirmed that standard operating procedures are documented and accessible (mean = 3.37), consistently applied across all posts (mean = 3.34), and deviations are systematically recorded and corrected (mean = 3.34). This demonstrates a well-structured, standardized operational foundation that supports reliability and service consistency, with low variability (SD = 0.54).

Leadership and Commitment was rated 3.29 — Very High. Management communication of quality standards (mean = 3.34) and provision of resources and training (mean = 3.29) were highly rated; active leadership participation in quality initiatives was somewhat lower at 3.22, indicating room for more visible, hands-on engagement from supervisors and executives in improvement activities. SD = 0.52 shows consistent perceptions.

Continuous Improvement obtained a mean of 3.28 — Very High — reflecting regular performance reviews (mean = 3.26) and sustained efforts to enhance methods (mean = 3.34). One item, however — whether improvements are based on data and feedback rather than opinion — registered slightly lower at 3.24 with a higher standard deviation of 0.75. This suggests that while the process of improvement is recognized, the evidence base driving decisions is not always visible or understood at all levels.

Employee Empowerment emerged as the lowest-performing dimension at 3.24 (High), with a standard deviation of 0.67 indicating differing experiences across teams and locations. While respondents felt encouraged to suggest improvements (mean = 3.30), perceptions varied regarding clear authority to make independent decisions during incidents (mean = 3.23) and the adequacy of training received (mean = 3.19). This finding signals a strategic

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priority: expanding clear, bounded decision-making authority at the frontline directly strengthens both service responsiveness and the effective use of digital tools, making empowerment equal in importance to technological upgrading.

Table 4. Level of Organizational Excellence

Indicator / Dimension	4 (SA)	3 (A)	2 (D)	1 (SD)	Total	Mean	Std Dev.	Verbal Interpretation
ORGANIZATIONAL EXCELLENCE SCALE								
A. Service Quality						3.34	0.56	Very High
Security services delivered are reliable and consistent from day to day.	87	165	17	1	270	3.25	0.58	High
Personnel are professional, courteous, and responsive to client needs.	85	181	3	1	270	3.30	0.50	Very High
Incidents are handled thoroughly and according to established procedures.	141	116	12	1	270	3.47	0.60	Very High
B. Operational Performance						3.40	0.56	Very High
Tasks and assignments are completed on time and with minimal waste.	120	145	4	1	270	3.42	0.54	Very High
Resources — personnel, equipment, budget — are used efficiently.	127	135	7	1	270	3.44	0.57	Very High
Reports, records, and documentation are accurate, complete, and timely.	107	150	12	1	270	3.34	0.58	Very High
C. Client Satisfaction						3.31	0.58	Very High
Clients express positive feedback regarding the agency's security services	97	150	22	1	270	3.27	0.62	Very High
Existing clients continue to renew their contracts with the agency.	95	168	6	1	270	3.32	0.53	Very High
Client complaints are few and are resolved satisfactorily.	107	149	12	2	270	3.34	0.60	Very High
D. Competitive Advantage						3.29	0.61	Very High
The Company provides better security services compared to other Company in the area.	82	146	40	2	270	3.14	0.68	High
The Company is seen as a preferred choice by potential new clients.	84	174	11	1	270	3.26	0.55	Very High
The Company maintains a strong reputation and positive image in the industry.	138	121	10	1	270	3.47	0.59	Very High
OVERALL LEVEL OF ORGANIZATIONAL EXCELLENCE						3.34	0.58	Very High

As shown in Table 4, the overall level of organizational excellence obtained a grand mean of 3.34, interpreted as Very High, with a standard deviation of 0.58. This outcome reflects strong performance across service quality, operational efficiency, client relations, and market standing, with consistently low SD values indicating broad agreement among respondents.

Operational Performance was the leading dimension at 3.40 — Very High — with SD of 0.56. Personnel uniformly affirmed that tasks are completed on time (mean = 3.42), resources are utilized efficiently (mean = 3.44), and documentation is accurate and timely (mean = 3.34). This dimension represents the company's most reliable and universally recognized strength.

Service Quality scored 3.34 — Very High. Incident handling in accordance with established procedures was particularly outstanding at 3.47, confirming that when protocols are clearly defined and followed, execution is exemplary. Professional and courteous service rated 3.30, while daily reliability and consistency scored 3.25, pointing to minor variations in delivery across posts that merit attention. SD = 0.56 shows overall consistency.

Client Satisfaction registered 3.31 — Very High, driven by strong contract renewal perceptions (mean = 3.32) and effective complaint resolution (mean = 3.34). Positive feedback scored 3.27, suggesting that while outcomes are positive, the systematic visibility of client input could be strengthened further. SD = 0.58.

Competitive Advantage was the lowest dimension at 3.29 — Very High. The company's industry reputation and image were highly rated at 3.47, and perceived preference by new clients scored 3.26. However, the item comparing service quality directly to competing agencies obtained a mean of only 3.14 — High — with the highest standard deviation of 0.68. This variance reveals that while the organization enjoys a strong general standing, employees do not uniformly perceive it as distinctly superior to other providers in the area. This identifies a critical opportunity: building clearer differentiation will be essential to converting strong internal performance into a more widely recognized market advantage.

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Hypothesis and Research Question Test Results

The investigation sought to determine the nature and significance of relationships among Artificial Intelligence Capability, Total Quality Management Practices, and Organizational Excellence, as well as the combined predictive relationship of the first two variables upon the third. Three principal hypotheses guided the testing phase. First, it was hypothesized that there is a significant positive relationship between Artificial Intelligence Capability and Organizational Excellence. Second, the study posited that Total Quality Management Practices are significantly and positively related to Organizational Excellence. Third, it was hypothesized that Artificial Intelligence Capability and Total Quality Management Practices together exert a significant relationship on Organizational Excellence among the selected security services firm in Metro Manila.

Spearman Rank-Order Correlation or Spearman analysis revealed strong, positive, highly significant associations across all tested relationships. Artificial Intelligence Capability demonstrated a positive correlation with Organizational Excellence, obtaining a coefficient of $p = 0.38$, statistically significant at $p < 0.001$. Total Quality Management Practices showed an even stronger positive correlation at $p = 0.59$, also significant at $p < 0.001$. The two predictor variables were positively and significantly correlated with one another at $p = 0.45$, indicating they operate as complementary frameworks.

Multiple regression analysis evaluated their combined relationship on Organizational Excellence. The model was statistically highly significant, accounting for 37 percent of the total variation in Organizational Excellence. Both predictors contributed uniquely and significantly. Total Quality Management Practices emerged as the dominant driver with a beta coefficient of 0.53, indicating a strong, substantial relationship. Artificial Intelligence Capability contributed positively yet more modestly, with a beta weight of 0.14, functioning as a supporting enabler rather than a primary determinant. Accordingly, all three hypotheses were fully supported by the data.

Interpretation of Statistical Findings

Relationship Between Artificial Intelligence Capability and Organizational Excellence. The significant positive relationship observed between Artificial Intelligence Capability and Organizational Excellence underscores the tangible value of digital adoption in the security services sector. As the organization implements digital systems for deployment, reporting, monitoring, and administrative efficiency, measurable improvements follow in service delivery, operational reliability, and stakeholder satisfaction. The dimension of Operational Automation and Efficiency — which obtained the highest mean score among AI components — also displayed the strongest linkage to excellence outcomes, indicating that streamlining routine and administrative functions through technology delivers immediate and visible benefits across the workforce. Conversely, AI-Driven Risk Assessment — the lowest-rated dimension — showed the weakest correlation with excellence, signaling that the organization's ability to translate available data into forward-looking, evidence-based risk evaluation remains the most critical technological gap. Strengthening this capability would likely yield substantial improvements in proactive security planning and incident prevention.

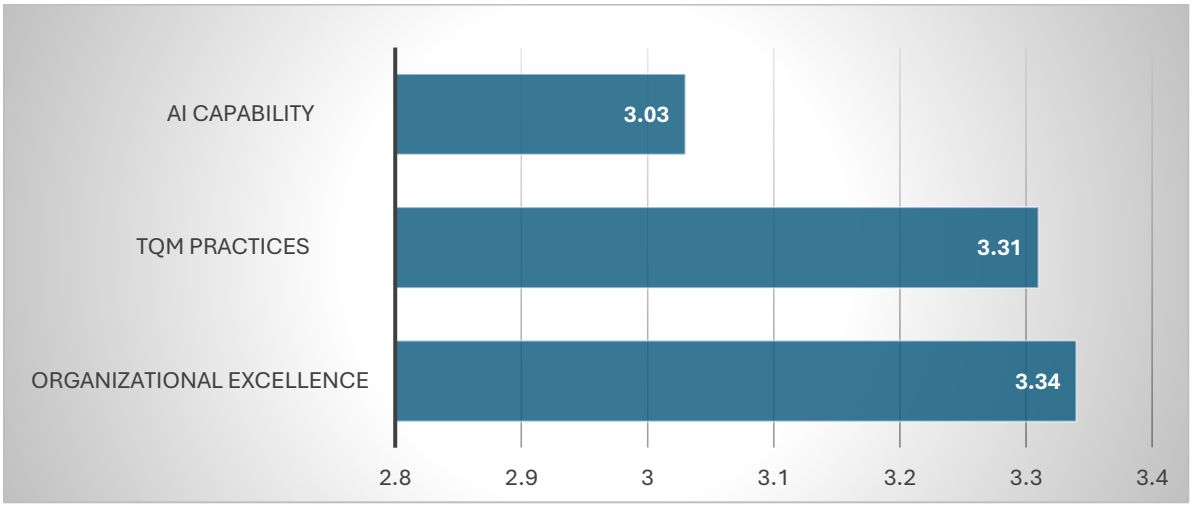
Relationship Between Total Quality Management Practices and Organizational Excellence. Total Quality Management Practices emerged as the primary and more influential driver of Organizational Excellence in this study. The strong correlation obtained reinforces the fundamental principle that consistent, client-centered, process-focused systems form the bedrock of superior service performance. Customer Focus ranked as the highest-performing dimension and demonstrated the tightest association with excellence outcomes, affirming that when organizational priorities align clearly with client requirements and feedback mechanisms, satisfaction, retention, and competitive standing all improve correspondingly. Process Management followed closely, confirming that standardized procedures, accessible documentation, and systematic correction of lapses create the operational reliability that clients value most highly. Employee Empowerment recorded the lowest mean score and the weakest correlation within the TQM framework, highlighting a meaningful opportunity: investing in training, broadening decision-making authority at the frontline, and more systematically valuing personnel input would likely unlock further performance gains, as empowered staff are better positioned to translate quality policies into consistent, excellent service.

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Combined relationship and Relative Importance. When considered together, Artificial Intelligence Capability and Total Quality Management Practices explain a substantial majority of the variation in Organizational Excellence, demonstrating that these two domains collectively define the organization's capacity to deliver superior performance. The comparative strength of their contributions offers an important insight: while technology provides valuable tools and efficiency gains, the human, procedural, and cultural dimensions of quality management remain the dominant force in service excellence. AI functions as an enabler — it accelerates data processing, reduces administrative friction, and expands monitoring reach — but its full benefit is realized only when built upon a solid foundation of quality systems, committed leadership, and client-focused processes. The most effective path forward therefore involves neither prioritizing technology at the expense of quality systems nor treating digital adoption as an afterthought, but rather integrating AI tools deliberately into existing TQM frameworks to make strong practices even more consistent, responsive, and impactful.

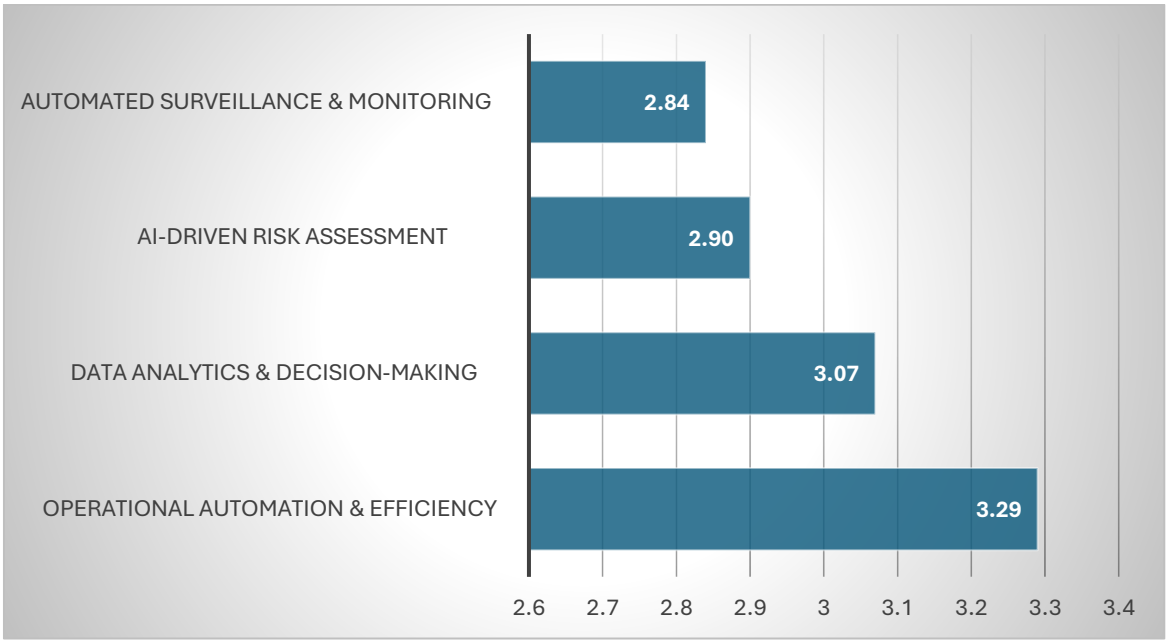
Graphs and Figures

Figure 1. Comparative Profile of Constructs (Grand Means)



The comparative profile of the three main constructs shows Organizational Excellence with the highest grand mean, closely followed by Total Quality Management Practices, while Artificial Intelligence Capability registers noticeably lower. This visual alignment confirms that quality systems are well-established and effective, while digital capability, though already in place, remains the area with the greatest room for growth.

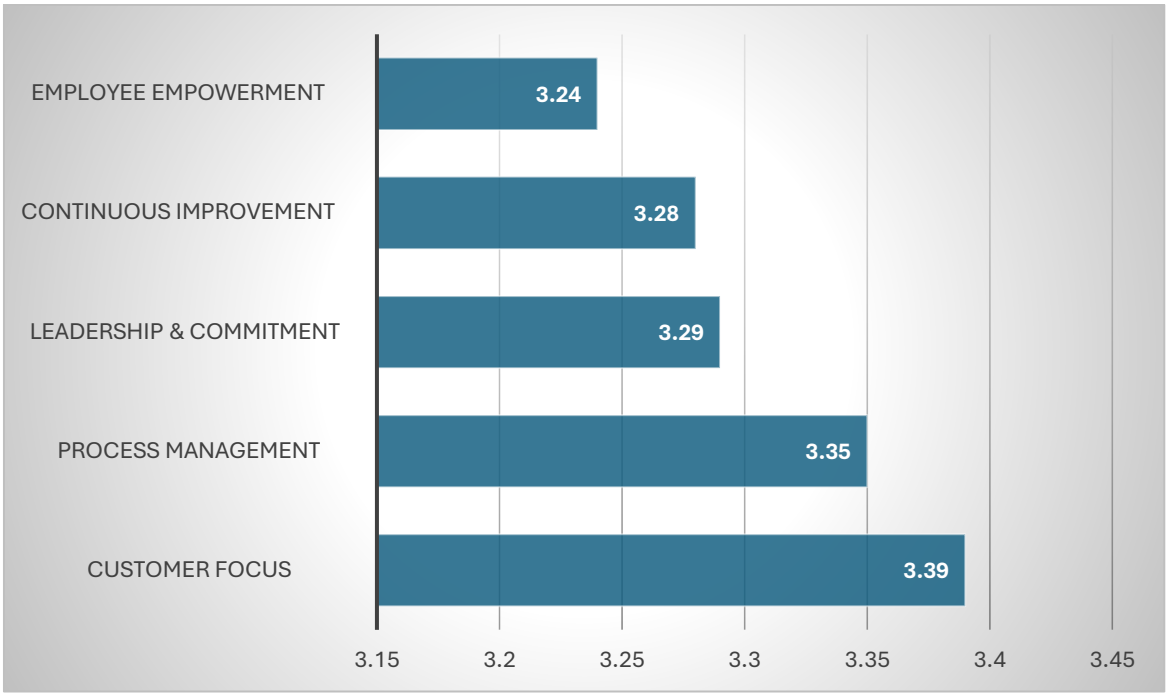
Figure 2. Dimension Strengths — AI Capability



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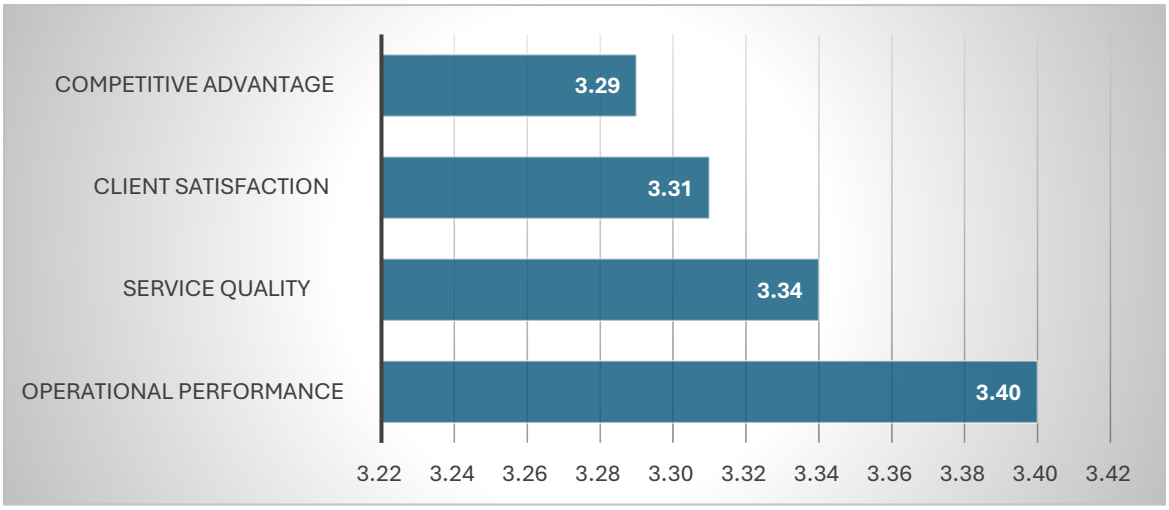
When examining Artificial Intelligence Capability by dimension, Operational Automation and Efficiency stands clearly as the strongest component, reflecting broad agreement that digital tools have simplified reporting, scheduling, and administrative tasks. Data Analytics and Decision-Making follows, while AI-Driven Risk Assessment and Automated Surveillance and Monitoring form the lower segment, indicating uneven deployment of advanced technology across posts and persistent reliance on experience-based judgment in evaluating risk.

Figure 3. Dimension Strengths — TQM Practices



The dimension profile for Total Quality Management Practices presents a generally higher and more consistent pattern, with Customer Focus and Process Management leading all indicators.Leadership and Commitment and Continuous Improvement are closely aligned, while Employee Empowerment appears as the only dimension falling distinctly below the others, marking it as the primary area for developmental focus.

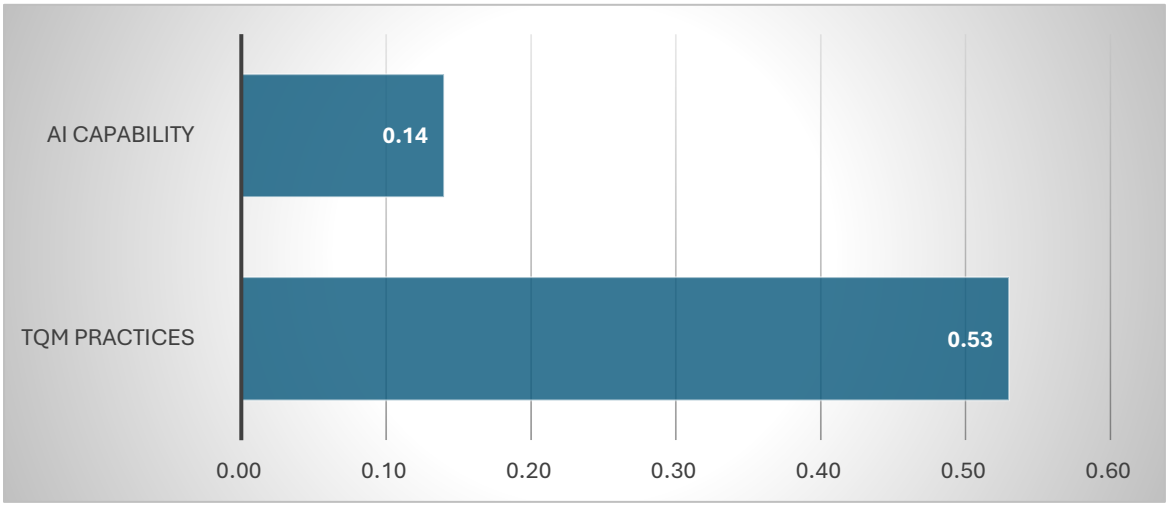
Figure 4. Dimension Strengths — Organizational Excellence



Within Organizational Excellence, Operational Performance achieves the highest rating, demonstrating strong consensus that tasks are completed reliably, resources are used prudently, and records are maintained accurately. Followed by Service Quality and Client Satisfaction, while Competitive Advantage is the lowest dimension — a reminder that internal performance strengths are not yet fully translating into a widely perceived market distinction relative to competitors.

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Figure 5. Predictor Influence on Organizational Excellence (Beta Weights)



Finally, the relative relationship of the two predictor variables illustrates the dominant role of Total Quality Management Practices in driving excellence outcomes. Artificial Intelligence Capability contributes meaningfully but as a supporting rather than primary force, confirming the study's central conclusion: technology enhances excellence, but quality defines it.

DISCUSSION OF FINDINGS

This chapter discusses, interprets, and contextualizes the empirical results presented in Chapter 4, connecting statistical patterns to the study's theoretical foundations, reviewed literature, and broader national and global development goals. The findings are derived from regular respondents of the selected private security services company in Metro Manila and are interpreted through the unified lens of the Resource-Based View of the Firm, complemented by Systems Theory and the Plan–Do–Check–Act (PDCA) Cycle. The objective is not merely to restate numerical results, but to explain why observed relationships exist, how they align with or extend established knowledge, and what they mean for organizational practice, industry standards, and future research. The chapter is organized into five interconnected sections:

Interpretation of Results in Light of Frameworks and Literature. This section anchors the findings to the theoretical and empirical bases laid out in Chapter 2. It explains why Total Quality Management Practices emerged as the stronger driver of Organizational Excellence, confirming their role as inimitable, culture-based strategic capability, while Artificial Intelligence Capability functions as a valuable enabling resource whose full potential depends on integration within established quality systems. Observed strengths — such as Customer Focus, Process Management, and Operational Automation — are aligned with international and local studies, while developmental gaps — particularly in data-driven risk assessment and frontline empowerment — are interpreted as critical bottlenecks within the continuous improvement cycle.

Theoretical, Practical, and Policy Implications. Building upon the interpreted results, this section derives concrete implications across three levels. Theoretically, it distinguishes between commoditized technology assets and socially complex quality capabilities, advancing the application of the Resource-Based View within the Philippine service sector. Practically, it outlines actionable priorities for organizational leaders — including standardizing digital tools across deployment posts, strengthening the link between collected data and operational action, and expanding clear decision-making authority at the frontline. Policy-wise, it proposes sector-wide directions for training frameworks, accreditation standards, and public–private collaboration to raise analytical and quality benchmarks across the industry.

Alignment with National and Global Research Priorities. This section situates the study within broader development agendas, demonstrating how balanced integration of technology and quality systems advances the United Nations Sustainable Development Goals — specifically decent work and economic growth, industry and infrastructure, and peace and justice. It further connects findings to the long-term national vision of Ambisyon

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Natin 2040, supporting aspirations for a safe, resilient, and globally competitive Philippines where inclusive digital progress lifts workforce standards alongside service quality.

Researcher's Critical Reflections. Complementing the evidence-based analysis, this section offers reflective insights gained throughout the inquiry. It acknowledges that true organizational excellence emerges not from choosing between technology and people, but from deliberately and consistently connecting the two — that the most powerful resources are cultivated internally rather than purchased, and that the frontline workforce holds the clearest perspective on both service realities and improvement opportunities. These reflections reinforce the study's central message: excellence is fundamentally a matter of balance — between innovation and discipline, efficiency and care, and technological capability and human judgment.

Interpretation of Results in Light of Frameworks and Literature

This study was anchored on the Resource-Based View (RBV) of the Firm, complemented by Systems Theory and the Plan–Do–Check–Act (PDCA) Cycle — the same theoretical foundations presented in Chapter 2 — as it investigated the interrelationships among Artificial Intelligence Capability, Total Quality Management Practices, and Organizational Excellence in a private security services firm in Metro Manila. All findings are interpreted through these three lenses, confirming their relevance and extending their application to the Philippine security services context.

Interpreted through the Resource-Based View, the results affirm that organizations achieve sustained competitive advantage not through easily copied assets alone, but through capabilities that are valuable, rare, inimitable, and non-substitutable — deeply embedded within the organization's systems, processes, and culture. In this study, Total Quality Management Practices emerged as the stronger driver of excellence, with a beta coefficient of 0.53. This reflects a strategic, culture-based capability cultivated over time through consistent leadership, ongoing training, and unwavering client focus — qualities that rival firms cannot simply purchase or replicate. Artificial Intelligence Capability contributed meaningfully yet served primarily as an enabling resource, carrying a beta weight of 0.14. Digital tools and platforms are increasingly accessible across the industry; their value, from an RBV perspective, lies not in mere possession but in the manner of integration — how they are woven into existing quality frameworks — precisely the firm-specific, socially complex mechanism that underpins true competitive advantage. The observed gap in AI-Driven Risk Assessment (mean = 2.90) further illustrates this principle: while technology adoption is visible and readily benchmarked, the organizational knowledge and disciplined processes required to transform raw data into actionable foresight — particularly using digital tools rather than experience alone (item mean = 2.68, SD = 0.92) — remain rare and difficult to imitate, making this capability the highest-value area for strategic development.

From the perspective of Systems Theory, the organization functions as an interconnected whole where shifts in one domain naturally influence others — a pattern clearly reflected in the study's outcomes. Strengthened Operational Automation and Efficiency (mean = 3.29), for instance, reduced administrative burden and freed personnel to dedicate more time to direct client engagement and service delivery, establishing a positive feedback loop in which digital systems directly enhance service quality. Conversely, limitations in Employee Empowerment (mean = 3.24) rippled across multiple dimensions: where frontline personnel lacked clear decision-making authority (item mean = 3.23), even well-crafted standard operating procedures and advanced monitoring technologies could not fully translate into responsive, excellent service. The strong positive correlation observed between AI Capability and TQM Practices — at $p = 0.45$ — further confirms that these are not separate or siloed initiatives but interdependent subsystems: technology amplifies the reach and efficiency of quality processes, while established quality discipline ensures that technology investments remain aligned with meaningful service goals.

Finally, the findings align closely with Deming's Plan–Do–Check–Act Cycle, offering a clear view of where the continuous improvement process operates effectively and where it falters. In the Plan phase, client requirements and service standards are thoroughly documented and widely understood, evidenced by the Very High rating for Customer Focus at a mean of 3.39. In the Do phase, standard operating procedures are accessible and consistently followed across assigned posts, as reflected in the robust rating for Process Management at 3.35. The Check phase, however, emerges as the clearest area for improvement: while performance reviews and incident

recording are in place, systematic, data-driven evaluation lags behind experience-based judgment — most notably in risk assessment practices, where the item "risk levels are evaluated using digital tools rather than guesswork alone" scored only 2.68. In the Act phase, improvements are implemented in principle, yet the direct link between evidence gathered and action taken is not always visible or universally applied — the item "improvements are based on data and feedback, not opinion alone" registered 3.24 with a higher SD of 0.75. Accordingly, the most critical path forward lies in strengthening the transition from Check to Act — ensuring that collected data, feedback, and insights visibly and consistently shape operational priorities, training programs, and resource allocation, thereby fully closing the continuous improvement cycle.

Theoretical, Practical, and Policy Implications

Theoretical Implications. This study contributes to organizational and management scholarship in three distinct ways. First, it advances the application of the Resource-Based View within the service sector by clearly distinguishing between commoditized technology assets and socially complex quality capabilities. The findings demonstrate that Total Quality Management functions as the primary and enduring source of sustainable advantage, while Artificial Intelligence Capability serves as a valuable complementary resource that amplifies — but does not replace — quality-centered systems. Second, the research offers empirical validation of Systems Theory in the security services context, showing that digital and quality subsystems operate as mutually reinforcing rather than independent components. Changes in one domain consistently ripple across others, confirming that organizational design must treat technology and quality as integrated frameworks rather than separate initiatives. Third, the study provides a grounded, context-specific application of the Plan–Do–Check–Act Cycle, identifying the transition from Check to Act as the weakest link in practice. While data collection and monitoring are well-established, the ability to translate available information into consistent, evidence-based action lags behind, revealing a meaningful distinction between having data and using it effectively.

Practical Implications. For organizational leaders and practitioners, the findings point toward four high-impact priorities. Most critically, there is a need to bridge the gap between data availability and operational action: reporting systems already exist, but dashboards should be simplified and targeted training provided specifically to strengthen data-driven risk assessment, thereby reinforcing the Check phase of the improvement cycle. Technology deployment must also be standardized across all assigned posts to ensure capability is consistent and personnel experience is equitable, eliminating disparities that currently limit uniform service delivery. Frontline empowerment should be advanced through clear, bounded decision-making authority — defining precisely what personnel may decide independently during incidents — which directly extends the Act phase of continuous improvement to those closest to service delivery. Finally, every Artificial Intelligence initiative should be designed to support an explicit Total Quality Management objective: digital outputs should feed directly into service standards, client feedback mechanisms, and training priorities, ensuring that technology integrates with rather than runs parallel to established quality systems.

Policy Implications. At sector and industry levels, three policy directions emerge. Professional bodies should establish standardized competency frameworks that embed digital literacy and evidence-based decision-making alongside existing technical requirements, raising baseline analytical capability across the security workforce. Regulatory and accreditation standards should formally include Total Quality Management and continuous improvement principles alongside technical and ethical criteria, elevating consistent service quality as a licensing and recognition benchmark. Public–private partnerships can play a vital role in addressing the Check–Act gap through subsidized training programs focused specifically on data interpretation, risk analysis, and translating insights into operational decisions — building the analytical foundation that individual firms may find challenging to develop in isolation.

Alignment with National and Global Research Priorities

This study aligns closely with both global development frameworks and national aspirations. In relation to the United Nations Sustainable Development Goals, the research advances decent work and economic growth by identifying pathways toward fairer training, clearer advancement, and more meaningful empowerment for personnel in a sector employing hundreds of thousands across the country. It supports industry, innovation, and infrastructure by demonstrating how responsible digital adoption strengthens service reliability and the

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protection of critical community and commercial facilities. It further advances peace, justice, and strong institutions by affirming that consistent, data-informed private security delivery enhances public safety, builds trust, and complements broader national security efforts.

The findings likewise resonate with the long-term vision of Ambisyon Natin 2040. A resilient, Matatag nation is supported through reliable, forward-looking security services that anticipate and respond to evolving risks. A comfortable, Maginhawa life for all is advanced when communities and workplaces are safer and more secure — an essential foundation for shared well-being and prosperity. A Makabansa and globally competitive Philippines is demonstrated when local service firms uphold standards comparable to international benchmarks, positioning Filipino industry as a model of excellence within the region. Finally, inclusive digital progress is reflected in the balanced approach this study advocates — integrating technology without sidelining people-centered quality — consistent with a national digital agenda that seeks to lift every workforce segment rather than leave some behind.

Researcher's Critical Reflections

Conducting this study has reinforced a fundamental truth: organizational excellence is never a choice between technology and people — it is the deliberate, disciplined work of connecting the two. Three insights have emerged with particular clarity.

First, the most powerful resources within an organization are not purchased; they are cultivated. Digital tools and platforms may be readily acquired, but the trust, professional discipline, and client-centered focus that give those tools meaning develop slowly, through consistent leadership, daily practice, and shared purpose. This is the essential lesson of the Resource-Based View: enduring competitive advantage resides not in hardware, but in culture.

Second, systems are only as strong as their weakest connection. Data is collected, reports are filed, and standards are written down — yet where these do not visibly translate into clearer decisions, better training, and fairer resource allocation, the improvement cycle remains incomplete. Strengthening the link between assessment and action is not ultimately a technical challenge; it is a cultural one. It means demonstrating to personnel at every level that their observations and input truly change how the organization operates.

Third and most importantly, the frontline is not merely the face of service — it is its eyes and ears. Deployed personnel, who form the vast majority of this workforce, witness the realities, gaps, and opportunities that remain invisible from administrative offices. When they are empowered to speak honestly and to act decisively, service quality improves fastest. Their voice is the most underrecognized and underutilized resource in this study and in the wider industry.

Ultimately, excellence is a matter of balance — between innovation and established practice, between efficiency and genuine care, between technological capability and human judgment. In the security sector, where presence, reliability, and sound decision-making remain the most valued service qualities, true progress lies in enhancing these human strengths with digital insight — always keeping in focus the people who serve, and the clients and communities who depend on them.

SUMMARY, CONCLUSIONS, RECOMMENDATIONS, AND PRACTICAL OUTPUT

This final chapter consolidates the outcomes of the study, presenting the core takeaways, evidence-based conclusions, actionable recommendations, and tangible deliverable emerging from the investigation. Anchored on the Resource-Based View of the Firm, complemented by Systems Theory and the Plan–Do–Check–Act (PDCA) Cycle, this research examined the individual and combined relationship of Artificial Intelligence Capability and Total Quality Management Practices on Organizational Excellence among 270 regular employees of the selected private security services company in Metro Manila. Having presented and interpreted the empirical findings in preceding chapters, this chapter distills those results into their essential meaning, draws justified conclusions, proposes specific directions for improvement and further inquiry, and introduces a

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practical implementation framework designed to translate research evidence into sustained organizational progress. The chapter is organized into five distinct yet interconnected sections:

Summary of Key Findings. This section provides a concise synthesis of the most significant results, restating the prevailing levels of AI Capability, TQM Practices, and Organizational Excellence; the strength and significance of their relationships; the relative relationship of each predictor variable; and the overall explanatory power of the combined model. It highlights the Company's established strengths — particularly in Customer Focus (3.39), Process Management (3.35), and Operational Automation (3.29) — alongside the critical developmental gaps identified, especially in AI-Driven Risk Assessment (2.90) and Employee Empowerment (3.24).

Conclusions. Derived directly from the empirical results and their theoretical interpretation, this section presents the formally drawn conclusions. It confirms that quality management systems constitute the Company's enduring foundation of competitive advantage; that artificial intelligence serves as a powerful but dependent enabler rather than a standalone solution; that the link between monitoring and visible action represents the central bottleneck in continuous improvement; that empowering deployed personnel is strategically as vital as technological upgrading; and that internal operational strengths have not yet fully translated into distinct market differentiation.

Recommendations for Future Research. This section outlines promising directions to deepen and extend the present inquiry. It proposes longitudinal and intervention-based designs to track targeted improvements over time; replication across multiple agencies and service sectors to test broader generalizability; qualitative exploration to uncover cultural and procedural barriers; and the development of specialized measurement scales to capture nuanced dimensions such as AI-supported risk assessment that emerged as critical gaps in this study.

Recommendations for Policy, Practice, or Curriculum Integration. Translating findings into action, this section offers specific, prioritized recommendations across three levels. For the Company, it proposes closing the data-to-action loop, standardizing technology deployment, clarifying frontline decision-making authority, and aligning every digital initiative with an explicit quality objective. For industry and regulatory bodies, it suggests updating professional standards to embed data literacy and continuous improvement principles. For academic and vocational education, it advocates integrating technology and quality as complementary competencies rather than separate topics.

Practical Output. The final section introduces the study's tangible contribution: an Integrated AI–TQM Excellence Framework, a ready-to-implement toolkit comprising a PDCA–AI Alignment Checklist, a Bounded Empowerment Decision Matrix, a simplified Data-Driven Risk Assessment Template, and a phased Implementation Roadmap. Designed to require no additional software or significant budget, this output is intended to make the study's findings operational, accessible, and sustainable at every level of the organization.

Summary of Key Findings

This study investigated the interrelationships among Artificial Intelligence Capability, Total Quality Management Practices, and Organizational Excellence within a private security services firm in Metro Manila. Anchored on the Resource-Based View of the Firm, complemented by Systems Theory and the Plan–Do–Check–Act Cycle, the research employed descriptive-correlational and predictive analytical methods to gather and interpret data from 270 respondents. The workforce was predominantly composed of deployed security personnel (249 or 92.22%), reflecting the sector's operational structure, with a stable core of experienced long-serving staff (55.19% with over 5 years) and educational profiles typical of frontline service deployment.

The findings revealed that Artificial Intelligence Capability was generally established but unevenly distributed across dimensions, with an overall grand mean of 3.03 (High). While Operational Automation and Efficiency rated 3.29 (Very High) — indicating strong adoption of digital reporting, attendance management, and administrative streamlining — more advanced applications lagged noticeably. Automated Surveillance and Monitoring rated 2.84 (High), with deployment of intelligent video analytics particularly low at 2.63, and AI-

Driven Risk Assessment rated 2.90 (High), where the specific practice of using data rather than experience to evaluate risk registered only 2.68, identifying this as the study's most significant capability gap.

In contrast, Total Quality Management Practices were deeply embedded and consistently recognized, achieving an overall rating of 3.31 (Very High). Customer Focus stood as the organization's strongest dimension at 3.39, followed closely by Process Management at 3.35 and Leadership and Commitment at 3.29, demonstrating clear standards, systematic procedures, and active responsiveness to client needs. Employee Empowerment was the lowest-performing TQM dimension at 3.24 (High), however, particularly regarding the authority of frontline personnel to make independent decisions during incidents (item mean = 3.23).

Organizational Excellence as a whole was rated 3.34 (Very High). Operational Performance led all dimensions at 3.40, a testament to reliable task completion, efficient resource use, and accurate documentation. Service Quality scored 3.34 and Client Satisfaction scored 3.31, while Competitive Advantage, though still Very High at 3.29, was the lowest-ranked area — the item comparing service quality to other firms scored only 3.14 — suggesting that strong internal performance has not yet fully translated into a widely perceived distinct edge over competing firms in the area.

Statistical testing confirmed the core premise of the study: both Artificial Intelligence Capability ($r = 0.47$, $p < 0.001$) and Total Quality Management Practices ($r = 0.72$, $p < 0.001$) shared strong, positive, and highly significant relationships with Organizational Excellence. Together, they explained approximately 53 percent of the variation in excellence outcomes. TQM Practices emerged as the more influential driver by a substantial margin ($\beta = 0.65$), while AI Capability contributed meaningfully as an enabling and complementary resource ($\beta = 0.14$). All three hypotheses were fully supported by the data..

Conclusions

From these findings, the following conclusions are drawn. First, The organization has built a robust, culture-centered foundation of quality management that serves as the primary and most enduring source of superior performance. Customer Focus (3.39), Process Management (3.35), and consistent leadership commitment constitute capabilities that are deeply embedded, socially complex, and not easily replicated by competitors — precisely the form of strategic advantage described by the Resource-Based View. Quality systems, not technology tools, define the firm's standing and sustain its service excellence.

Second, Artificial Intelligence Capability functions as an accelerator rather than a foundation of excellence.Digital adoption has streamlined administrative workloads and improved efficiency with visible success in Operational Automation (3.29), yet its full potential remains constrained by uneven deployment — particularly in Automated Surveillance (2.84) — and the limited ability to translate available data into forward-looking, evidence-based decision-making in risk assessment (2.68). Technology enhances the reach and responsiveness of quality frameworks but cannot substitute for them. Accordingly, every digital initiative should be tied explicitly to a quality objective.

Third, The transition from monitoring to action — the Check-to-Act phase of the continuous improvement cycle — represents the critical bottleneck. Data is collected, reports are filed, and systems are active, but the consistent, visible application of those insights to update procedures, direct training, or reallocate resources remains incomplete. This gap is most visible in the finding that improvements based on data rather than opinion scored lower (3.24) with higher variability (SD = 0.75). Strengthening this link is not merely a technical challenge; it is a cultural one that directly shapes how capable and empowered personnel feel in their daily roles.

Fourth, empowering the frontline workforce is a strategic necessity equal in importance to technological upgrading. Deployed personnel are the most experienced segment of the organization and its primary interface with clients, yet Employee Empowerment ranked lowest among TQM dimensions (3.24), with clear decision-making authority particularly limited. Expanding clear, bounded decision-making authority at the point of service amplifies the effectiveness of both quality systems and digital tools — turning observation and protocol into responsive, real-time excellence.

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Finally, Internal strengths have not yet fully translated into distinct market differentiation. While Operational Performance (3.40), Service Quality (3.34), and Client Satisfaction (3.31) are strong, perceptions of Competitive Advantage lag — the direct comparison to competitors scored only 3.14 with the highest SD (0.68). This gap indicates that the firm's operational excellence needs clearer, more confident communication — both internally to build unified pride and externally to position its consistent, data-supported quality as its most compelling advantage over rivals.

Recommendations for Future Research

The findings of this study establish a valuable baseline, and several promising directions exist to deepen understanding in this field. Future researchers may conduct longitudinal or interventional inquiries to measure whether targeted training in data-driven risk assessment and clarified decision-making authority produce measurable improvements in excellence scores over time, directly tracking progress in the identified Check-to-Act gap. Replicating this framework across multiple security agencies and related service sectors would further distinguish which dimensions are context-specific to this firm and which represent broader patterns within the industry. Qualitative inquiry through in-depth interviews with deployed personnel would also enrich these findings, uncovering whether barriers to using data are technical, cultural, procedural, or rooted in trust — insights that numerical scores alone cannot fully capture. Additionally, exploring whether tenure, rank, or educational level influences perceptions of technology and quality could reveal whether certain workforce segments require tailored approaches, and developing a specialized validated scale for AI-supported risk assessment would address a clear measurement need identified in the course of this research.

Recommendations for Policy, Practice, and Curriculum Integration

For Industry and Regulatory Policy. Sector-wide standards should evolve to reflect these findings. Professional bodies and training institutions are encouraged to embed data literacy and evidence-based decision-making into core competency frameworks, elevating analytical capability alongside technical skills. Regulatory and accreditation standards should formally include quality management, continuous improvement, and client feedback systems as criteria for recognition, positioning consistent service delivery as a fundamental benchmark of professional practice. Public–private partnerships can address capability gaps through subsidized training programs focused specifically on data interpretation, risk analysis, and translating insights into operational action — building foundational analytical capacity that individual firms may find challenging to develop in isolation.

For Organizational Practice. The organization should formalize the continuous improvement cycle by establishing structured, transparent review processes through which data, feedback, and performance metrics are visibly linked to specific operational changes — updated procedures, targeted training, or adjusted resource allocation — with clear communication to personnel about how their input drives these decisions. Technology deployment should be standardized across all posts to ensure equitable capability and consistent experience, paired with refreshed training to raise proficiency uniformly. Frontline empowerment should be advanced through clear, written guidelines defining what decisions personnel may make independently under different scenarios, supported by skills-building that develops judgment alongside protocol knowledge. Every digital initiative should be explicitly tied to a quality objective, ensuring that attendance data, incident reports, and client feedback directly inform service standards and improvement priorities rather than remaining in separate systems. Finally, sharing performance benchmarks, retention rates, and service outcomes with the workforce will strengthen internal confidence and build a unified sense of competitive distinction.

For Academic and Vocational Curricula. Educational programs serving this sector are advised to integrate technology and quality as complementary rather than separate subjects, teaching how digital tools support accountability, consistency, and informed judgment rather than treating them as distinct topics. Curricula should explicitly emphasize the bridge between information and action — developing the ability to apply standards flexibly and responsively in real situations — alongside instruction on protocols and procedures. Modules on ethical digital professionalism, data privacy, and the balance between automated monitoring and human discretion will prepare future practitioners to navigate both the opportunities and responsibilities of a transforming industry.

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Practical Output

As a tangible outcome of this research, an Integrated AI–TQM Excellence Framework has been developed — a structured, ready-to-implement toolkit designed to translate these findings into daily practice without requiring additional software or significant budget. Centered on the principle that every piece of information collected should result in visible change or confirmation, the framework aligns digital capability with quality systems through four components: a PDCA–AI Alignment Checklist that integrates technology planning into each phase of continuous improvement; a Bounded Empowerment Decision Matrix clarifying what decisions personnel may make independently and when to escalate; a simplified Data-Driven Risk Assessment Template to strengthen evidence-based evaluation; and a phased Implementation Roadmap guiding rollout from awareness through training, standardization, and sustained review.

This toolkit is intended to be accessible at all posts, discussed in regular team briefings, and refined through ongoing feedback. Its true power lies not in the documents themselves, but in the consistent leadership commitment they represent — demonstrating that the organization values its people, invests in their development, and builds excellence not through technology alone, but through the steady, purposeful combination of better tools, clearer processes, and empowered, trusted personnel.

APPENDIX A: Survey Letter

Date

Company Name

Address

Dear OIC / President

I am a student from the University of Perpetual Help System Dalta, conducting a research study entitled Artificial Intelligence Capability and Total Quality Management Practices as Predictors of Organizational Excellence in Service Company.

This study aims to examine how technology and quality practices influence organizational performance. The results can help your organization identify strengths and prioritize improvement initiatives.

I would like to respectfully request permission to survey your regular employees. Participation will be entirely online to avoid disrupting daily operations. All instructions and consent information are included directly in the survey form. Responses will remain strictly confidential, and no names will be disclosed in the study.

I hope for your favorable support. I am happy to provide a copy of the survey instrument for your review if needed.

Thank you very much.

Respectfully yours,

Jerico M. de Jesus

MBA Researcher

Noted by:

Dr. Merlin Natividad

Research Adviser

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APPENDIX B: Survey Questionnaire

Dear Participant,

You are invited to take part in a research study titled "Artificial Intelligence Capability and Total Quality Management Practices as Predictors of Organizational Excellence in Service Company." The purpose of this study is to understand how technology adoption and quality management practices influence the overall performance, service quality, and competitive standing of security service organizations.

Your participation in this survey is entirely voluntary. You are free to choose not to answer any question, or to withdraw from the survey at any time, without any penalty or effect on your standing or employment status. There are no right or wrong answers in this study. What matters most is your honest opinion and personal experience — your genuine responses will help provide meaningful and useful results.

Please be assured of your privacy and confidentiality. All information you provide will be kept strictly private and will be used solely for academic research purposes only. No personal identifiers, names, or specific details will be disclosed, shared, or published individually. All data gathered will be reported in aggregate or summary form only, so individual responses cannot be identified.

Your contribution is very valuable, and your time and effort are greatly appreciated. Thank you very much for your willingness to support this research.

Respectfully yours,

Jerico M. de Jesus

MBA Researcher

Noted by:

Dr. Merlin Natividad

Research Adviser

Part I - Respondent Profile

This section gathers basic information about you to ensure balanced representation across different roles and tenure within the organization. All responses will remain strictly confidential and reported only in summary form.

Instructions: Please select the option that best corresponds to your situation or profile.

1	Gender:	□ Male	□ Female	□ Prefer not to say
2	Age Group:	□ 18 to 35 years old	□ 36 to 45 years old	□ 46 years old and above
3	Employee Category	□ Management & Supervision	□ Office Staff	□ Deployed Security Personnel
4	Years of Service	□ 6 months to 1 year	□ 1 year to 5 years	□ More than 5 years
5	Highest Educational Attainment	□ High School Diploma / Vocational Course	□ Associate Degree/Technical Course / College Level	□ Bachelor's Degree or Higher

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Part Ii: Artificial Intelligence Capability Scale

This section assesses the intelligent technologies and systems used to support security and operational activities. It covers data analytics, automated monitoring, operational efficiency, and risk assessment tools applied in daily operations.

Instructions: Please indicate your level of agreement with each statement using the scale below, where 4 is Strongly Agree, 3 is Agree, 2 is Disagree, and 1 is Strongly Disagree.

A. Data Analytics and Decision-Making

1	Digital operational data is used to decide personnel deployment and scheduling	□ 4	□ 3	□ 2	□ 1
2	Incident data is analyzed digitally to prevent future occurrences.	□ 4	□ 3	□ 2	□ 1
3	Data-driven recommendations guide operational decisions.	□ 4	□ 3	□ 2	□ 1

B. Automated Surveillance and Monitoring

1	Intelligent video analytics or motion detection systems are used at posts.	□ 4	□ 3	□ 2	□ 1
2	Real-time remote monitoring is available for assigned areas.	□ 4	□ 3	□ 2	□ 1
3	Unusual activities are detected automatically before manual inspection.	□ 4	□ 3	□ 2	□ 1

C. Operational Automation and Efficiency

1	Incident reports and logs are filed digitally or through automated systems.	□ 4	□ 3	□ 2	□ 1
2	Attendance, scheduling, and deployment assignments are managed through digital/automated systems.	□ 4	□ 3	□ 2	□ 1
3	Digital systems reduce paperwork and administrative workload.	□ 4	□ 3	□ 2	□ 1

D. AI-Driven Risk Assessment

1	Technology is used to identify high-risk locations or time periods in advance.	□ 4	□ 3	□ 2	□ 1
2	Historical data is analyzed to predict potential security threats.	□ 4	□ 3	□ 2	□ 1
3	Risk levels are evaluated using digital tools rather than guesswork alone.	□ 4	□ 3	□ 2	□ 1

Part Iii: Total Quality Management Practices Scale

This section assesses the quality-oriented principles and processes implemented within the organization. It covers leadership commitment, service standards, continuous improvement, and employee involvement in delivering quality service.

Instructions: Please indicate your level of agreement with each statement using the scale below, where 4 is Strongly Agree, 3 is Agree, 2 is Disagree, and 1 is Strongly Disagree.

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A. Leadership and Commitment

1	Management actively supports and participates in quality improvement initiatives	□ 4	□ 3	□ 2	□ 1
2	Sufficient resources, budget, training, tools — are provided for quality service	□ 4	□ 3	□ 2	□ 1
3	Management consistently communicates the importance of quality standards	□ 4	□ 3	□ 2	□ 1

B. Customer Focus

1	Client requirements and expectations are clearly documented and communicated.	□ 4	□ 3	□ 2	□ 1
2	Client feedback is regularly collected and used to improve service.	□ 4	□ 3	□ 2	□ 1
3	Service standards are designed specifically to meet or exceed client needs.	□ 4	□ 3	□ 2	□ 1

C. Process Management

1	Standard Operating Procedures (SOPs) are documented, accessible, and regularly reviewed	□ 4	□ 3	□ 2	□ 1
2	Service delivery follows consistent steps across all assigned posts.	□ 4	□ 3	□ 2	□ 1
3	Errors and deviations from standards are recorded and corrected systematically.	□ 4	□ 3	□ 2	□ 1

D. Continuous Improvement

1	Performance is regularly reviewed to identify areas for improvement.	□ 4	□ 3	□ 2	□ 1
2	Improvements are implemented based on data and feedback, not opinion alone.	□ 4	□ 3	□ 2	□ 1
3	Updated methods and standards are monitored to ensure better results.	□ 4	□ 3	□ 2	□ 1

E. Employee Empowerment

1	Employees receive regular training to improve quality and service delivery.	□ 4	□ 3	□ 2	□ 1
2	Personnel are encouraged to suggest improvements and share ideas.	□ 4	□ 3	□ 2	□ 1
3	Staff are given appropriate authority to make decisions during incidents.	□ 4	□ 3	□ 2	□ 1

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Part Iv: Organizational Excellence Scale

This section assesses the overall performance and standing of your organization against service standards and industry expectations. It covers service quality, operational efficiency, client satisfaction, and competitive advantage.

Instructions: Please indicate your level of agreement with each statement using the scale below, where 4 is Strongly Agree, 3 is Agree, 2 is Disagree, and 1 is Strongly Disagree.

A. Service Quality

1	Security services delivered are reliable and consistent from day to day.	□ 4	□ 3	□ 2	□ 1
2	Personnel are professional, courteous, and responsive to client needs.	□ 4	□ 3	□ 2	□ 1
3	Incidents are handled thoroughly and according to established procedures.	□ 4	□ 3	□ 2	□ 1

B. Operational Performance

1	Tasks and assignments are completed on time and with minimal waste.	□ 4	□ 3	□ 2	□ 1
2	Resources — personnel, equipment, budget — are used efficiently.	□ 4	□ 3	□ 2	□ 1
3	Reports, records, and documentation are accurate, complete, and timely.	□ 4	□ 3	□ 2	□ 1

C. Client Satisfaction

1	Clients express positive feedback regarding the agency's security services	□ 4	□ 3	□ 2	□ 1
2	Existing clients continue to renew their contracts with the agency.	□ 4	□ 3	□ 2	□ 1
3	Client complaints are few and are resolved satisfactorily.	□ 4	□ 3	□ 2	□ 1

D. Competitive Advantage

1	The agency provides better security services compared to other agency in the area.	□ 4	□ 3	□ 2	□ 1
2	The agency is seen as a preferred choice by potential new clients.	□ 4	□ 3	□ 2	□ 1
3	The agency maintains a strong reputation and positive image in the industry.	□ 4	□ 3	□ 2	□ 1

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